

# FINANCIAL TIMES

World Business Newspaper <http://www.ft.com>

WEDNESDAY APRIL 7 1999

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## WORLD NEWS

### WTO meeting hosts accused of 'selling government access'

International companies have been invited to help pay for the World Trade Organisation's ministerial meeting in Seattle, prompting claims that the city's host committee is selling access to government officials. Page 16

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Edwin Truman, a senior US Treasury official, attacked the 11-country euro-zone for its over-reliance on export-led growth which "imposes economic burdens on others". Europe, Page 3

Lockhart bomb suspects charged  
The two Libyans suspected of causing the 1988 PanAm air crash at Lockerbie in Scotland were charged with murder, conspiracy to murder, and breaches of UK aviation law when they appeared before a Scottish sheriff in the Netherlands. International, Page 7

East Timor groups and ceasefire  
East Timor's chances of moving peacefully towards independence were eroded as pro-independence and pro-Indonesian groups issued calls to arms. Asia-Pacific, Page 6

Chile to make Pinochet trial case  
The Chilean government is set to argue that loopholes in its amnesty law mean a trial in Chile for General Augusto Pinochet could include the period when his dictatorship was at its most brutal. Latin America, Page 4

Russian market clampdown urged  
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Gore seeks Silicon Valley vote  
US vice-president Al Gore, who last month claimed to have "created" the Internet, brought his campaign for the 2000 Democratic party presidential nomination to Silicon Valley. US, Page 4

China plans national cable network  
China plans to establish a country-wide cable network with the potential to provide both television and telecommunications services. Asia-Pacific, Page 6

BJP stands by defence minister  
India's Bharatiya Janata party-led ruling coalition attacked its critics as a crucial ally withdrew two ministers in a war of nerves over the regime's refusal to dismiss its controversial defence minister. Asia-Pacific, Page 6

Call for high Algerian poll turnout  
Moukoko Hamrouche, contender in Algeria's presidential election, stepped up pressure for a free election by calling for a big turnout. International, Page 7

Philippines inflation falls  
Much lower than expected inflation data for the Philippines for February have signalled further cuts in interest rates and highlighted the continuing slowdown of the country's economy. Asia-Pacific, Page 6

Ugandan cabinet reshuffled  
President Yoweri Museveni of Uganda has reshuffled his cabinet in what is being seen as an attempt to fend off accusations of mismanagement in the government. International, Page 7

## BUSINESS NEWS

### Reed Elsevier directors quit in row over new CEO

Reed Elsevier's troubled search for a chief executive officer erupted in acrimony after two directors of the Anglo-Dutch publisher resigned and discussions with the leading candidate for the job ended. Companies and Markets, Page 17; Lex, Page 16

The European junk bond market, which effectively closed down after the Russian debt default last August, has sprung back to life with a number of UK and continental companies launching high-yield bonds. Companies and Markets, Page 17

Japan's economy risks facing its first real bout of consumer price deflation this year because the prospects for economic recovery remain weak, Yutaka Yamaguchi, the Bank of Japan's deputy governor, warned. Page 16

Gillette, the US consumer products group known for its razors, suffered a sharp fall in its share price in early New York trading after a warning that first-quarter earnings would fall short of estimates. Companies and Markets, Page 17

Mannesmann, the German industrial conglomerate, is to broaden its attack on Germany's telecommunications market by operating the o.tel.o fixed-line business it acquired for DM2.25bn late last week as a separately branded operation. European companies, Page 20

Olivetti set a floor of 35 per cent on the minimum stake it would accept in Telecom Italia and said it would withdraw its €50.4bn (\$65.2bn) hostile bid if 11 shareholders approved the conversion of non-voting savings shares into common voting stock. European companies, Page 20

News Corp shares surged 12 per cent in Sydney after it announced that Liberty Media of the US, controlled by AT&T, would acquire about 8 per cent of Rupert Murdoch's global media group. International companies, Page 22; Lex, Page 16

A Paris court is to hear a complaint in the takeover battle between France's three largest listed banks - Banque Nationale de Paris, Paribas and Société Générale - on June 1, delaying the possibility of a quick outcome. European companies, Page 20

Dutch National Investment Bank shares remained above an offer price of €29.95 as ABP and PGGM, the country's two biggest pension funds, opened a €4.1bn joint bid for the state-controlled industrial finance vehicle. European companies, Page 20

Credit Suisse officials are trying to negotiate with Japan's Financial Supervisory Agency over the regulator's inspection of the bank's operations in Tokyo. Companies and Markets, Page 17

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## Nato dismisses Serb ceasefire

Alliance vows to continue bombing until Yugoslav forces pull out of Kosovo and let refugees return

By Our International Staff

Nato allies last night dismissed a unilateral ceasefire by Yugoslavia as inadequate, and vowed to continue bombing until Belgrade pulled its troops out of Kosovo to let refugees return under Nato escort.

But the Yugoslav ceasefire was coupled with an announcement of immediate talks with Ibrahim Rugova, the moderate ethnic Albanian leader, on political autonomy for Kosovo.

With the peace overture given more weight by Mr Rugova's apparent involvement, the council of the 19 Nato allies was meeting last night in Brussels to discuss Belgrade's latest move, which earlier had been brusquely dismissed by Washington, London and Paris.

However, sources close to the

Yugoslav government said President Slobodan Milosevic was worried about the mounting costs of Nato's air campaign against his forces and by substantial damage to the country's infrastructure. The announcement on Serbian television said that "on the occasion of the greatest Christian holiday, Easter" (which in orthodox Serbia is celebrated next Sunday) army and police would cease operations against "the terrorist Kosovo Liberation Army" at 8pm local time last night.

The statement referred to recent meetings between Mr Rugova and Mr Milosevic and Yugoslav ministers, at which it claimed both sides had agreed to work towards a peace agreement and the return of refugees. Last night's statement reinforced the impression that Belgrade may have co-opted the

moderate ethnic Albanian leader into its strategy of ridding Kosovo of the KLA, which in turn has suggested Mr Rugova may be committing treason against his people.

The statement also said that the Yugoslav federal and Serb republic governments, "together with those ethnic Albanians represented by Mr Rugova", would prepare a programme of refugee return with the aid of United Nations and Red Cross agencies.

But earlier in the day, Mrs Sadako Ogata, head of the United Nations High Commission for Refugees, attacked Yugoslavia for its practice of ethnic cleansing which she said was aimed at "destroying the collective identity of an entire civilian population".

The White House said: "A mere ceasefire is clearly not sufficient.

We are going to continue to hit [Mr Milosevic] methodically and aggressively until he agrees to the conditions." These conditions call for a total pullout of Serb forces from Kosovo, and the return of all refugees protected by an international security force.

Chancellor Gerhard Schröder of Germany, President Jacques Chirac of France and Tony Blair, the UK prime minister, also said the Yugoslav ceasefire was a necessary, but not sufficient condition for Nato to call off its air offensive, now in its 14th day.

Meanwhile, Nato military officials said that on Monday the alliance had carried out its most intensive night of strikes, in four waves. But seven people were reported to have been killed and many more wounded when bombs, meant to strike an artil-

lery unit in the town of Alekzina, hit a residential suburb.

Nato said that a technical failure or possibly anti-aircraft fire could have caused the weapons to miss their target.

The Russian leadership described the Yugoslav ceasefire as promising, and later today a senior Russian official is to meet his western counterparts in Brussels in the six-nation Contact Group to discuss Kosovo. This would be the first such meeting since Moscow angrily broke off contact with Nato in response to the start of allied bombing.

Reporting by David Duchon in London, Guy Dinmore in Belgrade, Neil Buckley in Brussels and Stefan Wagstyl in Tirana

Kosovo crisis, Page 2  
Road to hell, Page 14  
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## Unheralded peace talks on political future of the Balkans

By Guy Dinmore in Belgrade

One surprise element in Belgrade's declaration of an Easter ceasefire in the conflict with the ethnic Albanian Kosovo Liberation Army (KLA) was the indication that the Serbs had been conducting serious negotiations with Ibrahim Rugova, the moderate elected leader of the Kosovo Albanian majority, in an effort to find the basis for a lasting political settlement to the conflict in the Balkans.

The government said both sides were working hard for an agreement that would enable refugees to return to their homes.

Mr Rugova is living with his family under what amounts to house arrest in Pristina, the capital of Kosovo, but was shown by state media meeting Mr Milosevic in Belgrade last week.

The KLA and western governments have suggested that Mr Rugova was acting under duress. But an aide to Mr Rugova, contacted by telephone, said he had been misquoted by the media and had not simply called for an end to Nato air strikes.



An injured Serb outside the wreckage of his house after a missile fell short of its target during a Nato strike on the town of Alekzina. Picture AP

Mr Rugova, the aide said, had called on Mr Milosevic to withdraw all his forces from Kosovo first.

Mr Rugova had also spoken by telephone to Javier Solana, Nato secretary-general, but the aide gave no details of their conversation.

Government sources said Mr Milosevic was attempting to split the ethnic Albanians, knowing

that the KLA had eroded Mr Rugova's authority since launching its militant pro-independence campaign a year ago.

Milan Botic, the Yugoslav minister without portfolio and deputy mayor of Belgrade, said Serbia's unilateral ceasefire offer meant the separatist ethnic Albanian guerrillas in Kosovo had been defeated.

"We're offering a unilateral

ceasefire in Kosovo because we believe that the terrorists who used the Nato bombings to put pressure on our country are now virtually destroyed," Mr Botic told Antena 1, a private Romanian television station, by phone from Belgrade.

One Belgrade analyst said he expected Mr Milosevic would eventually have to cede Kosovo but would present it as "a glori-

ous defeat" to be compared with the historic loss of Kosovo in 1389 to the Ottoman Turks. "It is a question of timing and after what cost," he said.

Before announcing the ceasefire, Mr Milosevic was also in touch with Nelson Mandela, the South African president, in an effort to arrange a mediation bid, but Mr Mandela turned him down.

## Warrant issued for arrest of Berezovsky

By John Thornhill and  
Andrew Jack in Moscow

The Russian prosecutor's office yesterday issued an arrest warrant for Boris Berezovsky, the controversial business tycoon and Kremlin power broker, who helped finance President Boris Yeltsin's re-election campaign.

The warrant was seen as an escalation in the power struggle between Mr Yeltsin and Yevgeny Primakov, the prime minister. Mr Primakov has long been an enemy of Mr Berezovsky, making him the prime target of the government's crack-down on "economic criminals".

Alexander Lebed, governor of the Siberian region of Krasnoyarsk who is campaigning to succeed Mr Yeltsin, said the dispute signified the "death throes" of the current powers. "Everyone has become tangled up and they are beginning to drown each other," he said.

The prosecutor's office, which has been investigating Mr Berezovsky's business interests for several months, accused him of syphoning money out of Aeroflot, Russia's biggest international airline.

But, speaking from Paris, Mr Berezovsky attacked the country's "stagnant and dull-witted" law officers, vigorously denying

their allegations. "They do not have any chance of success," he said.

The leader of a group of self-styled "oligarchs", Mr Berezovsky has accused the security services of conducting an illegal campaign to damage his reputation.

Mr Berezovsky, who was depicted in the press as a latter-day Rasputin at the court of Tsar Boris, lost his immunity from prosecution last week when he was fired as secretary of the Commonwealth of Independent States.

While Mr Berezovsky is in France he appears safe from attempts to return him to Russia to face criminal charges. There is no extradition treaty between France and Russia.

In a further twist in Moscow's political drama, Yuri Skuratov, the country's top law official, announced he would today submit his resignation to parliament for a second time.

The Federation Council, the upper house of parliament, had earlier rejected his resignation, prompting Mr Yeltsin to dismiss him last week by presidential decree.

Mr Skuratov claims to have unearthed explosive information incriminating some members of Mr Yeltsin's closest entourage.

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## WORLD MARKETS

STOCK MARKET INDICES	
New York: Dow Jones Ind. Av.	9999.16 (+1.15)
NASDAQ Composite	2665.42 (+5.36)
Europe: FTSE 100	4304.63 (+74.63)
DAX	4989.29 (+50.70)
FTSE 100	4304.63 (+74.63)
FTSE Europe 300	4304.63 (+74.63)
Nikkei	16,479.71 (+144.93)
US LUNCHTIME FUTURES	
Federal Funds	5.50%
3-mth Treas. Bill Yld.	4.387%
Long Bond	5.50%
Yield	5.50%
OTHER FUTURES	
UK 3-mo Interbank	5.50%
UK 10-yr Gilt	5.50%
Euro Eurodollar	2.371%
Germany: 10-yr Bund	5.50%
Japan: 10-yr JGB	5.50%
NORTH SEA OIL (Apr 99)	101.70
Brent Dated	514.475

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Euro-zone target price €2.15. Prices in local currency as shown					
Australia	091.500	Realised	16.265 Spain	091.75	
Belgium	101.500	London	1.090(0.012) Poland	21.000	
US	0.224	Japan	3.01.75 Portugal	En320(0.18)	
Croatia	101.500	Realised	10.000	0.11.00	
Denmark	101.500	London	1.090(0.012) Poland	21.000	
Estonia	En1.500	Latvia	1.47.55 South Africa	11.00	
France	En3.430	Lithuania	1.02.10	Spain	Ph325(0.11)
Finland	En3.130(0.02.13)	Latvia	1.090(0.012) Poland	21.000	
Germany	FF14.000(0.02.13)	Luxembourg	1.090(0.012) Poland	21.000	
Greece	0.00.00	Latvia	1.02.10	Spain	0.00.00
Hungary	Q250	Netherlands	Fl.4.00(0.12)	Turkey	0.00.00
Ireland	0.00.00	Norway	Nkr19.00	UAE	0.00.00
For worldwide information please contact:					
Subscription Sales Department, The Financial Times Limited,					
Reprint Co, Southwark Bridge, London, SE1 1SW.					
Tel: +44 771 800 4200 Fax: +44 771 805 3428					



# WORLD NEWS

## KOSOVO CRISIS

AIR WAR IN EUROPE WESTERN ALLIANCE BLAMES 'TECHNICAL ERROR' FOR SERB CASUALTIES ■ TENSIONS GROW OVER PODEGORICA'S ATTEMPT TO STEER A NEUTRAL COURSE IN THE CONFLICT

## Homes hit as bombs miss targets

By Gary Blomere in Aleksandria, Serbia

Bodies crushed under piles of rubble, flattened cars, apartment blocks riddled with holes, and a ruined ice cream factory - Serbia's southern town of Aleksandria bears the fresh scars of at least three "precision" bombs dropped by Nato air-craft that missed their target.

Seven simple houses in Draketa Milovanovica Street in the centre of town were demolished when the bombs fell on Monday evening. Residents said seven people were killed, including one child. When foreign reporters got there yesterday morning, three corpses were still under the ruins.

A few hundred metres away, four houses in Vuk Karadzic Street resembled a demolition site. Dragan Milosovic, 67, his wife Dragica and their 40-year-old daughter Snezana were dead, entombed together. Children's toys and school books poked out of the rubble. Further on and another misguided bomb had hit an industrial complex that included an ice cream factory and an animal feed plant. One night watchman was killed.

Scores of surrounding buildings, including a 24-hour first aid centre, had windows, walls and doors blown out by the blasts. Glass covered the streets. Police and residents said over 30 civilians had been injured. Rescue workers

scattered yesterday morning as air raid sirens sounded once more.

About 1km away from Draketa Milovanovica Street, what may have been Nato's intended target, a complex of old army barracks that had long been evacuated had also been partially destroyed. Another bomb had carved out a crater next to Serbia's main north-south highway that runs past Aleksandria but its four lanes were undamaged.

Nato put the deaths down to a "technical error" but western military analysts said heavy civilian casualties were inevitable as the western alliance stepped up its bombing campaign to force Slobodan Milosevic, Yugoslav president, to accept a peace deal for Kosovo province. Previous raids on city centres, such as two interior ministry buildings in Belgrade, had hit their targets with precision.

Air Commodore David Wilby of Nato military command insisted target planning was "meticulous". He added that "any unintended damage to civilian property or loss of life is very much regretted".

One western military analyst said: "There is no such thing as a surgical strike. It's a journalistic myth."

Error or myth, the residents of Aleksandria, a poor industrial town far removed from the conflict in Kosovo some 100km away, reacted with horror and outrage.

"Nato is waging a coward's war," shouted one soldier, waving his knife at the sky. "Let them come and fight on the ground."

Yugoslavia: targets hit to date



Bill Clinton, US president, to Hitler. "I was a 16-year-old when I joined the partisans in the fight against the Germans," he said. "I was a soldier, not a politician. I was a soldier, not a politician. I was a soldier, not a politician."

apartments in Vuk Karadzic Street and was a neighbour to the dead family of three. He survived by chance, leaving home an hour before the bombs fell to visit his mother-in-law. "This is a war crime," he said in bitterness. "Why is Nato killing innocent people?"

Nato on Monday night also badly damaged a third bridge over the Danube river in the northern city of Novi Sad and destroyed a nearby oil refinery in a large ball of flame. The road and rail bridge was the last remaining link between the two parts of Novi Sad but can be crossed still by pedestrians edging their way past bomb craters.

Nato also began targeting television transmitters, blanketing screens across the Yugoslav republic and depriving the government of its most powerful propaganda tool.

## OSCE drive as refugee numbers grow

By Stefan Wagstyl in Tirana

The Organisation for Security and Co-operation in Europe is launching a mission to meet Vladimir Ivanov, his Russian counterpart, after visiting Albania, Macedonia and Romania. In Bucharest, he will meet Andrei Gabriel, the Romanian foreign minister, who chairs a southern European grouping, one of the few international bodies of which Yugoslavia is still a member.

"It is important that Russia should continue to be involved and we will see if there is any way that they can assist in finding a solution," said Mr Vollebaek in Tirana yesterday. He warned that Slobodan Milosevic, the Serb president, was aiming not just to purge Kosovo of ethnic Albanians but also "at destabilising the whole region".

Mr Vollebaek also condemned Serb attacks on Kosovo Albanians in the strongest terms so far used by the OSCE. "In some areas we have to talk about genocide. We have to talk about ethnic cleansing. We have to talk about barbaric acts against civilians."

Meanwhile, the flow of refugees into northern Albania continued unabated yesterday with an estimated 16,000 people crossing the border, down from Monday's revised 32,000 due to the Serbs closing one of the three cross-

ings, taking the total to more than 280,000, according to the OSCE.

Despite the difficult mountainous terrain, aid agencies say they are now supplying virtually all the refugees with food and water and urgent medical help. However, the outflow of refugees from the region to elsewhere in Albania falls short of the border inflow - adding to the risk of disease in the crowded frontier town of Shkute.

Albania is redoubling efforts to secure international financial aid. While around 90 per cent of the cost of humanitarian aid is met by international agencies supplying food, emergency shelter, medicine and transport, the Albanian government will shoulder other burdens, such as providing education and long-term health care.

Gramor Pashtko, the prime minister's economic adviser, yesterday estimated that supporting refugees for six months could cost the government \$150m-\$200m, though he emphasised this was a preliminary figure.

The EU has indicated it would give cash aid, though a decision has yet to be taken. The World Bank, which is sending a mission today to Tirana, expects to make a \$15m-\$25m loan, with more support coming from other international donors.

The country is in the middle of a \$60m three-year International Monetary Fund programme, which could be adjusted, even though IMF support is normally limited to financing external deficits.

## Montenegro walks line between Milosevic and Nato

Matej Vipotnik reports on the tensions caused by Djukanovic's pro-western stance in the face of reported coup plans by Belgrade

About a mile from the Debeli Brijeg border airport, anti-tank barriers and a makeshift roadside bunker manned by men in combat fatigues control the flow of traffic heading towards the border between Montenegro and Croatia.

The machine gun, however, does not face west, toward Croatia, but east, towards Montenegro. Debeli Brijeg is the only border post in Montenegro under the control of Montenegro's pro-western government, and the bunker is almost certainly there to protect the border post from the Yugoslav federal army.

The bunker is a tell tale sign of the tensions between the government of Milo Djukanovic, Montenegro's president, and the Yugoslav federal government and army, which are controlled by Slobodan Milosevic, Yugoslav president. Intelligence reports from the US

and Britain last week indicated that the Yugoslav army was planning to mount a coup against the Montenegrin government, and Mr Milosevic recently replaced the head of the Yugoslav army in Montenegro with a reportedly loyal general.

While the government of Montenegro has condemned the airstrikes, it has also tried to foil attempts by the Yugoslav federal army to mobilise reservists in the city republic.

Nevertheless, the siren of Yugoslav nationalism is proving stronger to some draft-age Montenegrins than Mr Milosevic's reasoned arguments about neutrality. "I didn't like them now," said Igor Rajovic, a young businessman, about Mr Milosevic. He was speaking shortly before seeing off a friend who had volunteered for the Yugoslav army reserve.

"He [Milosevic] defends the nation, of course we'll be with him," added Miroslav Boskovic, the volunteer. Mr Boskovic, who is 30, had only recently finished serving his mandatory military service in Pristina, Kosovo.

At a mass rally and concert in Podgorica, Montenegro's capital, on Sunday night, up to 30,000 people echoed this line as they gathered to condemn Nato's air campaign against Yugoslavia. The gathering was a signal to Mr Djukanovic that his policy of neutrality in the face of western bombs and his continued criticism of Mr Milosevic are increasingly unpopular in his republic as the population rallies in patriotic support of Yugoslav institutions and army.

"We are prisoners - a bit of Milosevic and a bit of Nato," said Zoran Ljuncovic, director of the independent radio station Antena M in

Podgorica. He was referring to the surge in Yugoslav patriotism following Nato air raids.

The protests have perhaps defused the immediate threat of a coup, as popular support for Mr Djukanovic has apparently begun to wane. "You cannot mount a coup without a reason," said Mr Ljuncovic.

Though the situation in Podgorica is outwardly calm, insistent rumors of a possible coup, and the presence of heavily armed police loyal to Mr Djukanovic guarding key government buildings, betray the tension among government officials. The Yugoslav federal army, which has perhaps 12,000 men in Montenegro, has not been conspicuously visible in Podgorica. But federal army reservists in combat fatigues are a frequent sight and volunteers were seen over the weekend boarding buses for federal army bases in Montenegro's territory.

On two separate occasions in recent days, the Yugoslav

army was reported to have placed its artillery on a hill above Podgorica, the barrels pointing at the city below.

The guns were moved after the intervention of Mr Djukanovic's police. Were the federal army indeed to attempt a coup against the Montenegrin government, the outcome could be a bloody civil war, local politicians have warned. Montenegro is a combustible mixture of Montenegrins, Serbs, Croats, Muslims and Albanians.

While many of the supporters of the opposition Socialist People's party, which toes Mr Milosevic's line, say their Serb identity makes loyalty to Serbia an imperative under Nato bombardment, other Montenegrins are trying to assert a national identity that harks back through the centuries of the independent kingdom of Montenegro.

In the event of a coup attempt, Mr Djukanovic and his government could count on the support of their police force, and on those Monte-

negrins who are fed up with Mr Milosevic and are eager to see a pro-western or even independent Montenegro.

Both Nato and the UK government have issued stark warnings that Mr Milosevic would pay a heavy price if he moved against Montenegro.

Nato has already moved to foil any Yugoslav army attempts to send reinforcements into the mountainous republic by dynamiting a section of rail track connecting Serbia with Montenegro.

Mr Djukanovic has until now maintained that Montenegro only seeks independence and equal status with Serbia in the Yugoslav confederation. But were a coup to be mounted, he is likely to move towards independence, local analysts say.

Does the government expect Nato help in the case of a coup? "Officially no, unofficially yes," said one member of parliament from the ruling coalition, pointing to the strong support the US has lent Mr Djukanovic over the past year.

## 'Present' to Russian nationalists Germany to take 10,000 refugees

By John Thornhill in Moscow

Yegor Gaidar, Russia's first post-Soviet prime minister, warned yesterday that Nato's bombing of Yugoslavia had come as a "present" for Russia's extreme nationalists and could have alarming political consequences in Moscow.

"If the conflict is prolonged, I am absolutely sure that in a short period of time you will have a strongly anti-western, cold war-oriented regime in Moscow," he said. "There is nothing more important for Russia and Russian democracy than to bring hostilities to a stop."

Mr Gaidar, who led an unofficial peace mission to Belgrade last month, said the west had seriously miscalculated the repercussions of its air strikes on Yugoslavia. Nato's bombing had only strengthened President Slobodan Milosevic's regime and undermined the political opposition in Belgrade. It had also inflamed nationalist passions in Moscow, which could bolster support for the Communist party in the run-up to parliamentary elections in December.

The former Russian prime minister, who was strongly identified with liberal, western policies during his time in office, condemned Nato for attacking a sovereign state without proper authorisation from the United Nations. He said the attacks had produced a strong "social and psychological" reaction in Moscow, confirming Russians' worst fears about Nato's eastward expansion. Even the young, post-Communist generation

was voicing fiercely anti-western views on Yugoslav-related internet sites. "What is happening in Yugoslavia strongly influences developments in Russia. I think the west seriously underestimates the long-term consequences of its actions," he said in an interview with the Financial Times.

Mr Gaidar said he hoped hostilities could cease over the forthcoming Orthodox Easter holiday, enabling both sides to step back from the brink of a full-scale war. "Both sides are trapped in a situation where they cannot make one move in the direction of compromise without losing face," he said. "We have no illusions about [Yugoslav President Slobodan] Milosevic or his regime. But even in these circumstances you have to try to re-establish some kind of dialogue with him."

Although the Russian government has fiercely condemned Nato's actions, it has repeatedly made clear it will not be drawn into a military confrontation.

Speaking about Nato's bombing campaign yesterday, Boris Yeltsin, Russian president, said it was impossible "not to express indignation at this barbarism". But he suggested Russia would soon pursue fresh diplomatic

initiatives to reach a peaceful solution to the crisis. Mr Gaidar, who spent part of his childhood in Belgrade and speaks Serbo-Croat, said a peace deal could be based on the possible division of Kosovo. But he said future talks should include representatives of the Kosovo Liberation Army. "Unless the armed Albanians are recognised and given a chance to share power, then it is extremely difficult to see how this conflict can be ended," he said.

Irina Kobrinakaya, director of the Moscow office of the East West Institute, an independent political think tank, said Nato's attacks would undoubtedly encourage the drift towards tougher, more patriotic policies in Moscow. "This will not lead to a change of government but it will lead to a long-term change in the ideology of Russian foreign policy," she said.

But she noted that Russian television channels were now providing far more balanced coverage of the Kosovo situation, suggesting the country's media houses were trying to prevent nationalist passions from running out of control.

Mr Gaidar said continuing hostilities in Yugoslavia also posed a threat to Russia's fragile economy.

The German government yesterday said it would take 10,000 refugees from Kosovo as its contribution to the international resettlement effort.

The first of an estimated 700 initial arrivals is expected today in Bavaria as part of a complex border-sharing arrangement between Germany's 16 states. Further refugees will be rehoused in North Rhine Westphalia - which is taking 2,000, the biggest share - and other states.

The first flight, expected to land in Munich or Nuremberg, will comprise old people, children in need of help or those requiring medical attention.

"It's our duty to help these people who've experienced so much suffering and misery," said Manfred Pichler, interior minister of Saxony-Anhalt.

The refugees will be housed in accommodation already used for the large flows of asylum seekers drawn to Germany. After a transitional period, the refugees will be rehoused locally. The refugees are expected to be given a restricted three-month residency permit

pending their return to Kosovo. Bonn said it was also stepping up humanitarian aid with about 15 daily flights of food and medical supplies to Albania and Macedonia.

Rudolf Scharping, defence minister, said Germany had flown 500 tonnes of food, medicine, sleeping bags and tents to the two countries in the past week.

A special conference of the governing Social Democratic party next week, called to confirm Gerhard Schröder, chancellor, as party chairman and head of the government after last month's surprise resignation of Oskar Lafontaine, risks being overshadowed by the Kosovo crisis.

The SPD said yesterday ample time would be devoted to discussing Kosovo. Many left-wingers, who oppose military intervention, have sharply criticised Germany's participation in Nato air strikes.

## NEWS DIGEST

### TURKEY PROVIDES SHELTER

#### Airlift takes thousand out of Macedonia

More than a thousand Kosovo Albanians were yesterday settled into prefabricated housing in western Turkey, among the first refugees from Serbian "ethnic cleansing" to be airlifted out of Macedonia.

Turkey, which has pledged to shelter a total of 20,000 refugees from Kosovo on its territory, feels historic and emotional ties with Kosovars, many of whom are Muslims whose ancestors were once part of the Ottoman empire.

Bulent Ecevit, Turkey's prime minister, said yesterday that 5,500 refugees were now in Turkey, many of which, according to the United Nations High Commissioner for Refugees, have relatives in Turkey or fled there by their own means before this week's airlift. He said that Turkey would provide a total of 50,000 refugees with food and shelter either by taking them in or by sending food and tents to Macedonia and Albania.

Refugees arriving yesterday at Turkey's main refugee site near the town of Kirdkireli told Reuters they were relieved to be out of Macedonia, a temporary staging post for many refugees. Mr Ecevit, who is busy campaigning for April 18 general and local elections, plans today to visit the area which is near Turkey's border with Bulgaria and where Ankara plans to house most of the 20,000 refugees. Leyla Bouffian, Ankara

### FRANCE SOFTENS STANCE

#### Jospin offers temporary refuge

Lionel Jospin, the French prime minister, yesterday softened his government's stance on accepting Kosovar refugees, saying France was "available to receive temporarily on its soil a certain number". But he told the National Assembly that any arrivals should be on a voluntary basis and should be undertaken without splitting up families. "Do not let us add a forced transfer to a deportation."

Mr Jospin also announced a tripling of French aid to FF225m (\$34.3m, \$36.8m), saying the money should allow the establishment of decent welcoming and living areas for refugees in Macedonia and northern Albania.

Mr Jospin said he was convinced the UN would have to play a role in the quest for a political and diplomatic solution to the Kosovo conflict. The UN would have to co-ordinate support operations for refugees and ensure their return once peace was restored. David Owen, Paris

### UK RESPONSE

#### Search for accommodation

Local authorities in the UK have been told by the government to identify large public buildings and empty flats for a possible influx of refugees from Kosovo.

Tony Blair, prime minister, has warned against the "premature" evacuation of refugees from the Kosovo borders, arguing that it would assist the process of ethnic cleansing.

But it emerged yesterday that the Home Office has been drawing up contingency plans, and has urged town halls to identify short-term and long-term accommodation for Kosovars. The Local Government Association has been asked to provide "immediate help" in identifying large buildings - such as former schools - which might be used as residential centres.

The Home Office believes it would be best to locate new arrivals in areas which have already received some of the estimated 10,000 Kosovar refugees already in the UK.

William Hague, leader of the opposition Conservative party, urged the government to clarify its position on receiving refugees and to estimate how many the UK might "reasonably be expected to receive". George Parker, London

1999/04/07



# US voices concern over euro-zone policies

By Gauden Malkani  
in Washington

A senior US official yesterday attacked the 11-country euro-zone for its over-reliance on export-led growth which "imposes economic burdens on others".

Edwin Truman, assistant secretary for international affairs at the Treasury, also criticised European economic policies for aggravating problems.

"It is disconcerting that many of Europe's most per-

sistent and troubling problems are, to borrow a term from medicine, - iatrogenic - physician induced," he said.

Speaking to the World Affairs Council, Mr Truman said the US was used to the consequences of its own large size and economic and financial responsibilities, "at least in the sense that we are used to being criticised for not being sufficiently sensitive to the effects of our policy decisions on the rest of the world".

Although he stated that the US government had no official viewpoint on European monetary union, he used the strongest language heard from the US administration and said others have "quite reasonably" questioned whether the project had gone far enough to allow a flexible mix of monetary and fiscal policy.

The US, although enjoying a buoyant economy which remains resilient despite the global financial crisis, has seen its current account

trade deficit surge by nearly \$100bn between 1996 and 1998.

Mr Truman said that over the same period the euro-zone had added \$5bn to its external surplus. "In this context, recent expressions of concern in Europe about a prospective slowdown in export growth are disturbing." He called for the promotion of growth driven by domestic demand and welcomed German policies to that effect.

Mr Truman also praised

the UK, Denmark, Portugal and the Netherlands for following alternative growth-promoting paths such as structural reforms of labour, goods and financial markets "and tax policies that are more conducive to investment and employment".

He criticised measures to combat unemployment such as a reduction in legal working hours and early retirement programmes. "I was reminded of the words of the CBS news commentator Eric Sevareid: 'The chief cause of

problems is solutions.'" Countries which have lagged behind on reforms, including Germany, France and Italy, have had the worst investment and employment outcomes, he said.

"As exports decline and investment opportunities outside Europe are reassessed, investment demand in Europe is not now positioned to absorb fully the increased supply of savings."

Reduced government deficits to comply with Emu

membership criteria in the euro should lead to higher investment rather than trade surpluses, he said. But he added that convergence efforts prompted long overdue adjustments and "catalysed the macro-economic policymaking process in many countries in a beneficial manner."

"Europe as a whole has made impressive progress on its overall macro-economic framework over the past several years in the run-up to the birth of the euro."

## Slovaks to reform capital markets

By Robert Anderson in Prague

The new Slovak government is to propose a wide package of reforms to improve the reputation of the country's capital markets and increase foreign interest in Bratislava's small stock exchange.

The SAX index of top stocks hit an all-time low last month and share trading fell to only \$15m (\$1.4m) a day. Foreign investors now represent only 13 per cent of trades and domestic investors prefer the higher-yielding bond market. Economic and political instability and poor corporate performance are most to blame but investors have also been deterred by the secretiveness of Slovak companies and untransparent share trading.

"The capital market is not performing its function," said Michal Horvath, director of the finance ministry's financial markets section. "Its prices do not reflect true value and Slovak companies do not have the opportunity to raise capital by issuing new shares."

Changes to the Securities Act and the Commercial Code will improve the protection of minority shareholders and cancel bearer shares which allow owners to remain secret.

The ministry also expects to complete a new Stock Exchange Act by the end of the year, which - together with new board regulations - will impose stricter disclosure rules on listed companies and force illiquid stocks to delist.

Finally, in 2001 the ministry intends to set up a super regulator covering the stock market, insurance companies and banks. To increase the volume of domestic share trading the ministry will this summer submit a law on collective investments which will secure the legal position of investment funds and also pave the way for the future establishment of pension funds.

World stock markets, Page 38

## Poor cousins joined in battle over aid

Pressure is growing on European Commission for a broader debate on state subsidies which many governments believe hamper trade and competitiveness, writes Emma Tucker



According to new figures from the European Commission, EU governments supported industry to the tune of €27.7bn (\$40.7bn) a year between 1995-97. Stripping out the three member states that were not European Union members before 1995, the figure was €26bn compared with €40.5bn for 1993-95.

The drop looks moderately impressive. Unfortunately, it is almost entirely due to a falling off in aid payments to Germany's former communist states. Without this, overall subsidy levels to EU industry have barely budged since the beginning of the decade.

When the figures were released last week, the Commission did its usual hand-wringing. "I am convinced that this level of spending continues to distort competition and trade and thus undermines the advantages offered by economic and monetary union and the single market," said Karel Van Miert, the competition commissioner, whose job it is to root out unlawful state aid.

The damage done to the single market by state aid is pernicious. It allows countries to protect non-viable businesses thereby providing them with the means to export unemployment to their neighbours.

Worse still, overall levels are more likely to go up than come down, not least because of the single currency. "Government support in the form of national state aid now remains one of the few means available for companies to seek protection from competition that will be even more intense than in the past," say the conclusions to the Commission's Seventh Survey on State Aid.

Faced with the seemingly unshiftable subsidy load some governments are calling on the Commission to rethink its battle tactics which tend to focus on individual cases rather than general levels. "It is time to initiate a broader political debate on the perverse effects of all this state aid," said one EU diplomat.

What is interesting is that it is not just the usual suspects - ie low state-aid Britain - calling for a change of tack.

The EU's poorest "cohesion" member states

are also unhappy pointing out that they cannot compete with the EU's biggest and richest spenders. Between 1993 and 1997 Germany, Italy and France accounted for 77 per cent of all aid to industry. Greece, Ireland, Portugal and Spain - the four cohesion countries - accounted for 11 per cent.

The poor cousins argue that high spending by wealthy countries blunts the effects of the special cohesion funds, supposed to help bring their own economies up to scratch.

One idea making hesitant progress is to invite finance ministers into the state aid debate, traditionally the preserve of industry ministers. They could then be encouraged to give binding commitments to reduce overall levels of aid rather as they did with the Maastricht criteria on inflation, deficits and debt.

For this to happen those most addicted to state support would have to come on board. Last week Werner Müller, Germany's acting finance minister, called on industry to agree to scale back state subsidies in return for cuts in corporate tax rates - a first sign perhaps that Germany is

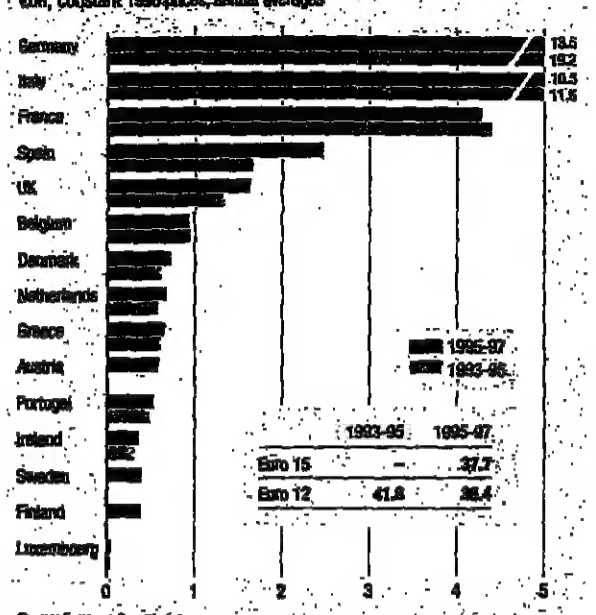
willing to wean its industry off the state aid drug.

France, however, shows no sign of giving up its right to intervene wherever and whenever possible. It is truculent about moves to have state aid debated within a broader economic context.

The Commission is gently pushing the broader debate. It has invited member states to "consider the level and appropriateness of public intervention in market activities and to fix precise objectives and a timetable for the reduction of overall aid budgets".

It is also pursuing reforms that will allow the Commission to free itself of routine cases of aid and to

State aid to the manufacturing sector in the EU  
€bn, constant 1995 prices, annual averages



Source: European Commission

focus on the really distortive ones. Moreover, it has

elevated the status of subsidies within the competition directorate by giving its new deputy director general - Jonathan Faull - special responsibility for state aid.

It will be up to Mr Van Miert to impress upon his successor - due to take over at the end of this year - the importance of the subsidy battle. He need only remind him or her what the arrival of countries such as Poland, Hungary and the Czech Republic into the EU will do to today's already high levels of aid to demonstrate convincingly the need to get cracking on existing members now.

## Call for action over Russian market abuses

By Andrew Jack in Moscow

Russia's top stock market regulator yesterday called for the introduction of tough criminal sanctions to help in his fight to clamp down on abuses against investors and to impose a fairer financial system.

In an interview, Dmitri Vasiliev, head of the Federal Commission for the Securities Market, called for a modification to the country's criminal code to introduce a sentence of up to five years' imprisonment for unauthorised individuals carrying out financial services activities.

He also called for criminal penalties for companies which did not disclose to the market the full financial information that is required of them, or for those which illegally issued securities.

The moves could help to strengthen Russia's system for protecting investors in quoted companies, who have traditionally suffered from widespread abuses including actions to ignore their voting rights and dilute their shareholdings through the issue of new shares without their consent.

"The situation still remains very complicated for minority shareholders," said Mr Vasiliev.

"I would not say it is positive, but compared with the

situation in the past we have made several steps forward."

He urged investors to pursue their cases more frequently through the legal system. "If you want to have your rights protected, you have to fight," he said. "If people fight, success is quite possible."

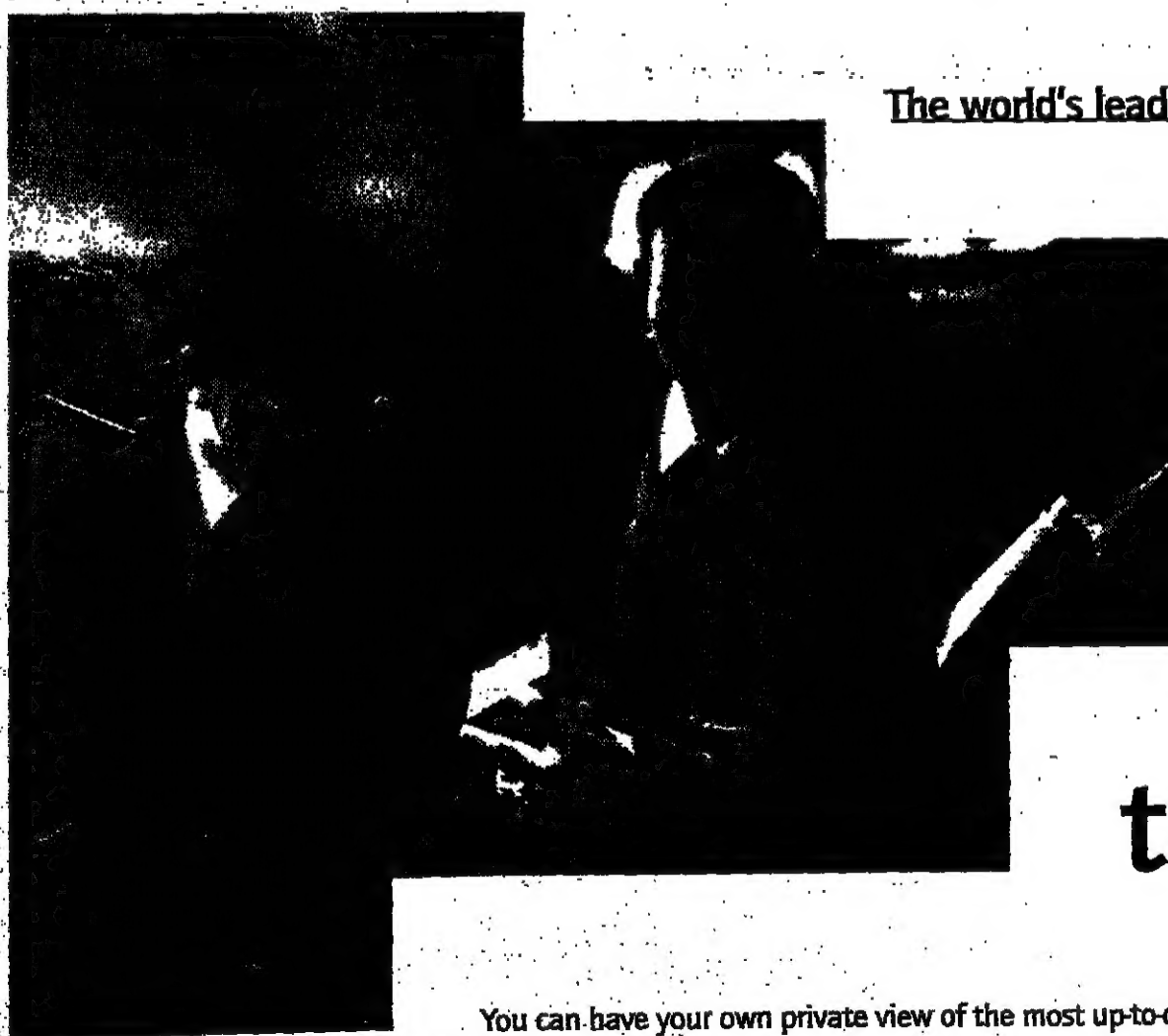
He added that 125 court cases had been brought by his Commission over the last year, and that it had won in three-quarters of them. Prosecutions had taken place. Mr Vasiliev stressed that Russia's recently introduced investor protection law had strengthened their hand.

The legislation requires any new share issues by companies to be approved by a two-thirds majority of all shareholders, rather than simply by the board as in the past.

He said there was the need to modify Russian bankruptcy procedures, which "still give room for violations", arguing that there are now too many "pseudo-bankruptcies" which were granted too easily and which could be a way for companies in trouble to avoid paying their creditors.

Mr Vasiliev, who criticised the Russian government's default on its GKO securities last August, also renewed his criticism of the country's Central Bank.

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# Beijing plans national cable network

By James Harding in Shanghai

China plans to establish a national cable company in an attempt to create a country-wide cable network with the potential to provide both television and telecommunications services.

The State Administration of Radio Film and Television together with local cable television stations plan to form the Cable Television Network, state media quoted a government

official saying yesterday.

China's cable TV market has emerged as probably the largest in the world. Official figures show 756 cable TV stations with 70m customers at the end of 1997, while private estimates suggest the number may already be as high as 100m. The number of cable subscribers has multiplied largely because cable access is offered to Chinese consumers at a very low price.

The large and growing

subscriber base has also prompted growing interest from foreign investors. A number of US companies are in exploratory joint ventures, looking to sell technology to upgrade the capability of the cable network, while foreign TV shopping channels have set up in China to tap into Chinese consumers at home.

China's fragmented cable TV industry is made up of hundreds of local and regional cable service pro-

viders. The establishment of a national cable network with the potential to offer both TV access as well as internet and, ultimately, telephony services could introduce more competition into China's telecommunications market and threaten to erode the domination of state-owned China Telecom.

The cable network "was always the sleeping giant in terms of competition in the telecommunications industry in China", Duncan

Clarke at telecoms consultancy BDA said yesterday. The plans to establish a national cable company, he said, could result in the "emergence of a new network service provider".

However, while consolidation of the cable TV industry has huge potential, other analysts caution there are just as substantial obstacles to marrying together hundreds of cable network companies owned by different branches of regional, local

and municipal government, offering different services and achieving very different financial results.

Chen Xiaoning, director of the information department at the State Administration of Radio, Film and Television, was quoted by the official International Finance News yesterday announcing plans for the new venture, but did not offer a timetable for its establishment.

US policy on China, Page 14

## China may stick with Keynesian path of economic expansion

Yardsticks that Beijing does its best to play down show a country in acute fiscal pain. James Kynge reports

Conventional wisdom has it that China is insulated from Asia's economic crisis because it can continue - if it wishes - with a Keynesian infrastructure spending package for several years to come.

Widely accepted statistics are used to confirm this view. The budget deficit this year will amount to just 1.8 per cent of gross domestic product, a level that would qualify the country for entry into the European Monetary Union. Total domestic debt is less than 10 per cent of gross domestic product - another eminently respectable ratio.

But employing such statistics to measure China's fiscal health is akin to "climbing a tree to catch fish". Yardsticks that Beijing does its best to play down show a country in acute fiscal pain. The main problem is that central government revenues last year accounted for just 12 per cent of GDP - well below the developing country average of around 32 per cent and reminiscent of the picture in Russia.

This has meant that China's ability to service its domestic and foreign debts is compromised. For example, 80 per cent of RMB548.3bn (\$68bn) in total central gov-

ernment revenues last year came not from tax collection but from the issuance of debt. Of the debt raised, 70.9 per cent went on servicing and financing redemptions of other debts.

"The fiscal situation is at the core of our worries," said one analyst at a foreign multilateral organisation in Beijing.

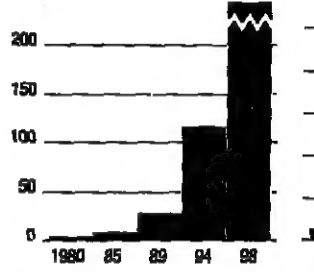
Weak central government finances have impinged on Beijing's power to conduct macro-economic policy.

China's ability to pursue its fiscally-driven infrastructure package, which officials claim is the main engine of economic growth, is limited. Liu Rongchang, director of the Institute of Finance and Trade Economics at the Chinese Academy of Social Sciences, said it would be risky for Beijing to extend its active fiscal policy beyond this year.

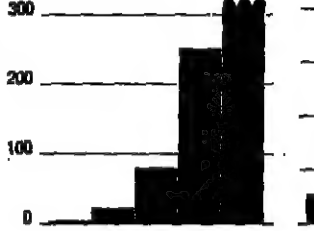
Officials, who declined to be identified, said the finance ministry was reluctant to authorise this year another special bond issue to match the RMB100bn in infrastructure bonds launched last August. But, they added, the ministry was resigned to doing so if the wider economy begins to show marked signs of a slowdown.

China's outstanding domestic debt

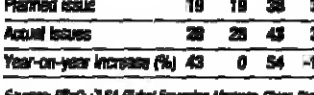
Total debt incurred (Rmb bn)



Total debt payment (Rmb bn)



Total outstanding debt (Rmb bn)



China's treasury bond issue

Year	1990	1991	1992	1993	1994	1995	1996	1997	1998
Planned issue	18	19	38	37	102	150	155	143	280
Actual issues	20	26	43	38	114	154	223	241	550
Year-on-year increase (%)	43	0	54	-12	198	35	45	8	145

Source: PRC; 1998 (Official Statistics); Ministry of Finance; China Statistical Yearbook

side are now a common sight in China's capital, digging up paving stones only to lay others in their place and uprooting trees merely to replant them nearby. "It really looks like the 'New Deal'," said one foreign diplomat, referring to President Franklin Roosevelt's famous pump priming spree in the US in the 1930s.

But even as money is spent trying to reverse an economic slowdown through pump priming, strains on government finances are growing from other sources.

The swelling ranks of workers laid off from collapsing state enterprises, which employ around 60 per cent of the urban workforce, represent a mounting burden for a state which has promised to guarantee a basic wage.

Officials said that even the government's forecast of a RMB150bn budget deficit this year, an increase of 55 per cent on last year and the largest shortfall in two decades of reform, may prove too conservative.

From a different perspective, the fiscal shortage is limiting the government's freedom to regulate the pace of state-owned enterprise reform because it simply cannot afford to waste money keeping inefficient industries afloat, Mr Liu said.

When a factory is making a loss it is usually either

bailed out by state bank credits or by local authorities, using their own tax revenues. But it costs much more to keep a factory in operation than it does to pay its laid off workers a minimum wage of typically about RMB200 (\$24) a month.

This means that many local governments opt to close down inefficient factories rather than spend scarce revenues on keeping them running at a loss.

Such is the passive force driving much of China's state-owned enterprise reform.

With this backdrop, it is not surprising the finance ministry has made it a top priority to raise revenues as a percentage of GDP.

Xiang Huaicheng, finance minister, is believed to have made a private target of raising central finances to 30 per cent of GDP by the time his five-year term is up in 2003.

But, paradoxically, an overriding priority this year to maintain social stability and stimulate the economy has forced the government to tailor a relatively slack tax regime. Total tax receipts by central and local governments are expected to grow by just 4.8 per cent to RMB553.3bn, compared with a 10 per cent climb last year and a gross domestic product growth forecast this year of 7 per cent.

East Timor's chances for moving peacefully towards independence eroded yesterday after both pro-independence and pro-Indonesian groups on the island issued a call to arms.

East Timorese and foreign diplomats said renewed unrest on the island could give Indonesia's military grounds to move in more troops, upsetting efforts by the United Nations to organise a plebiscite, agreed with Jakarta last month, that would decide whether East Timor gains more autonomy or succeeds altogether.

Jose Alexandre "Xanana" Gusmao, the jailed leader of the East Timorese rebels, on Monday ordered his troops to end a ceasefire and take "all necessary action in defence of the population of East Timor" against attacks by pro-Indonesian paramilitary and Indonesian military.

Mr Gusmao, who is *de facto* East Timor's head of negotiations with Jakarta, has accused the military of arming and leading the paramilitary groups into attacks on pro-independence activists in recent months. He had earlier called on his people not to react but changed his position after an attack by pro-Indonesian militia on Monday claimed at least two lives.

Another 20 were wounded in shootings in the same town yesterday. The military has denied arming the militia but has balked at disarming them as well. Diplomats in Jakarta believe at least part of the Indonesian army, as well as hard-liners in the cabinet, are out to provoke unrest and prevent a vote.

Mr Gusmao had gained international respect with his efforts to secure peace but his call to arms met with disapproval abroad yesterday.

"Violence begets violence and East Timor will have a very unhappy future if it follows the path of violence," said Alexander Downer, Australia's foreign minister. "It's going to be a very difficult situation to control."

Madeline Albright, the US secretary of state, had urged the military to disarm



## Fears over new call to arms in East Timor

By Sander Thuessen in Jakarta

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Madeline Albright, the US secretary of state, had urged the military to disarm

the paramilitary and reduce troops when she visited Jakarta last month. But her spokesman on Monday called Mr Gusmao's statement "a dangerous and troubling development", and called on him to reconsider.

"It will only inflame the situation," added Dewi Fortuna Anwar, foreign policy adviser to B.J. Habibie, Indonesia's president.

In Dili, the capital of East Timor, both supporters and antagonists of Mr Gusmao's rebels predicted his call to arms would be heard. "If you want to sell war, we'll buy it," responded Basilio Diaz Arazu, leader of a group of Timorese who favour staying within Indonesia. "We'll see who is stronger."

Some diplomats suggested Mr Gusmao had made his call to arms not just out of his expressed frustration with the lack of international condemnation of the recent killings in East Timor, but more in reaction to growing impatience among Timorese students and guerrillas with his efforts to secure a peaceful transition.

"He needs to maintain his legitimacy in East Timor," one diplomat said. "He may be making this decision against his better judgment."

Diplomats said international pressure on Indonesia to halt violence in East Timor had been strong but hampered by a realisation that the cabinet in Jakarta was deeply divided over the issue, with various factions using East Timor in their power struggle. Jakarta's sudden decision to offer independence if a proposal for autonomy were rejected was an initiative of Mr Habibie.

All Alistas, foreign minister, has pushed an autonomy proposal but found it torpedoed by hardliners, forcing him to delay talks at the United Nations with Portugal, which still claims East Timor as its colony. Senior officials are due to meet in New York next week to prepare a ministerial meeting for late April, but few expect Jakarta to have completed its autonomy package by then.

"It's not a practical problem on the ground," one diplomat said. "It's a problem here in Jakarta. They're backtracking."

## BJP stands by defence minister

By Amy Louise Kazmin in New Delhi

India's Bharatiya Janata party-led ruling coalition yesterday attacked its critics as a crucial ally withdrew two ministers in a war of nerves over the regime's refusal to dismiss its controversial defence minister.

The showdown has its origins in the decision three months ago by George Fernandes, defence minister, to sack Admiral Vishnu Bhagwat, the Navy chief.

Mr Fernandes gave little public explanation for the sacking other than to say that Admiral Bhagwat had defied civilian authority.

Since then, one of the

BJP's most eccentric allies, J. Jayalalitha, a Tamil Nadu-based former film star who commands the loyalty of 18 parliamentarians, and the opposition Congress party have seized on the event to harass the coalition, demanding the formation of a joint parliamentary committee to investigate the dismissal.

Ms Jayalalitha has raised the stakes in the last few days, threatening to withdraw her support for the government unless Admiral Bhagwat is reinstated and Mr Fernandes transferred to a less sensitive ministry.

On Monday, she withdrew her AIADMK party's two ministers from the govern-

ment's council of ministers after the cabinet rejected her demands, a step that falls short of a full withdrawal of support for the coalition.

Threatened with the loss of 18 votes, the BJP has begun to woo smaller parties that could help it survive a trial of strength in parliament when the legislature resumes its budget session on April 15.

The political uncertainty shaved 4.5 per cent off the BSE 30 index on Monday. Yesterday, however, the index closed 1.4 per cent up at 3568.47.

BJP leaders have insisted that they will be able to survive a confidence motion if necessary.

Mr Fernandes has also attempted to defuse the criticism with an emotional defence of his decision to remove Admiral Bhagwat. He said yesterday that the Navy chief was sacked for defying the government's authority, "and for exposing, and by that exposure jeopardising, a security-related, top secret project which is very vital to the nation's security" - widely believed to be a nuclear submarine. He dismissed calls for a further inquiry.

Mr Jayalalitha is planning talks in New Delhi on April 12 for talks with national politicians to discuss political arrangements in the hope of striking a deal with the Congress party.

But many analysts say Ms Jayalalitha, who has threatened to withdraw support from the government several times before, may have miscalculated. While some Congress members want to help topple the BJP coalition, others, including Sonia Gandhi, the party president, are said to favour waiting until after assembly elections in the autumn.

"Sonia wants to make the BJP more uncomfortable but she doesn't want the BJP out," said Subhash Agrawal, a New Delhi-based political risk forecaster. He believes Ms Jayalalitha has given the BJP a week to agree a reconciliation with her and make



Fernandes made an emotional defence of his decision to sack Admiral Bhagwat

a face-saving gesture. However, Mahesh Rangarajan, a political analyst, said he thought the relationship was at breaking-point.

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**SECRETARIA DA ADMINISTRAÇÃO DO ESTADO DA BAHIA**

**SECRETARIA DA ADMINISTRAÇÃO DO ESTADO DA BAHIA**

## Japan's vehicle sales lowest for 12 years

By Alexandra Harney in Tokyo

The collapse in consumer demand amid Japan's longest postwar recession sent new vehicle sales plunging to their lowest levels in 12 years last financial year, according to figures released yesterday by the Japan Automobile Manufacturers Association (Jama).

In the 12 months that ended in March, sales of new vehicles, including minicars, trucks and buses, tumbled 6.5 per cent to 5.87m units. It was the first time vehicle sales had fallen below 6m since 1986.

Consumer anxiety about the future, fuelled by corporate restructuring and the crisis in the banking system, were the biggest factors behind the decline, Jama said. "In a word, it was the recession," the association said.

Trucks and buses were the worst hit, reflecting the sharp downturn in capital spending by companies. Truck sales plunged by 17.4 per cent to 1.7m units.

Bus sales slowed 8.1 per cent compared with the year before, falling to 13,971 units. However, mini-vehicle sales jumped 8.3 per cent to 1.65m. Mini-vehicles are cars and trucks with engine displacement of 660cc or less.

Separately, the Japan Automobile Importers Association reported that imported vehicle sales plummeted 14.3 per cent to 275,546 units, the slowest year on record since 1994.

In the financial year that began in April, Jama expects sales to improve to 6.04m units as the government's fiscal stimulus package and inventory adjustment at manufacturers feeds through to consumer sentiment.

However, Jama warned that car sales were not likely to recover to their peak of nearly 8m vehicles in 1990.

Is Japan recovering? Page 15

### CORRECTION

### IMF and Japan

The International Monetary Fund expects Japanese gross domestic product to contract this year by more than the 0.5 per cent it forecast last autumn, but not necessarily by more than the 2.8 per cent by which the country's GDP declined in 1998. In reporting remarks last week by Stanley Fischer, the IMF's first deputy managing director, the Financial Times incorrectly suggested he was expecting the fall this year to be even greater than last year's actual figure.

## Philippines inflation falls

By Tony Tassell in Manila

rate fell to 8.7 per cent in February from 9.9 per cent in January. Paul Mutuc, head of research at DBS Securities, said that the February inflation rate had been "surprisingly" low and was likely to lead to cuts in interest rates.

He said the current benchmark 90 Treasury Bill rate of 11.4 per cent was likely to

average out at about 11 per cent over the year.

Analysts added that the lower inflation rate may also lead to cuts in bank reserve requirements as the central bank attempts to stimulate bank lending.

The monetary board of the central bank is meeting today to consider monetary policy.



CAMP ZEIST SUSPECTS APPEAR BEFORE SCOTTISH SHERIFF IN THE NETHERLANDS

# Libyans charged with Pan Am Lockerbie murder

By Gordon Cramb in Amsterdam

The two Libyans suspected of causing the 1988 Pan Am air crash at Lockerbie in Scotland were yesterday charged with murder, conspiracy to murder and breaches of UK aviation law. Their appearance before a Scottish sheriff in the Netherlands marked the end of a protracted international effort to bring them to trial.

In the five-minute hearing at Camp Zeist, a military base east of Utrecht, the men

were not asked to enter a plea to the charges. The next stage will be their commitment to trial, which has to take place by Thursday next week. Under an Anglo-Dutch treaty, 100 acres (40 hectares) at Zeist are Scottish soil, during the procedure which could take well over a year.

The Libyan government of Muammar Gaddafi handed the suspects over to the United Nations in Tripoli, the capital, on Monday. Libya had resisted western

insistence that any trial take place in Britain or the US, whose nationals were in the majority among the 270 who died.

The suspects' departure brought the immediate suspension of UN sanctions against Libya, imposed in 1992 and tightened the following year. Libyan Arab Airlines, the national flag carrier grounded since then by a ban on air traffic, said it would have a schedule of international flights ready as soon as today.

Re-equipping the airline is among the contracts being eyed by western companies, with British Aerospace known to have been in discussions. Oil installations, ports and other infrastructure also need to be upgraded, in an operation in which Col Gaddafi has promised priority to Italian companies.

Lamberto Dini, Italian foreign minister, arrived in Tripoli yesterday promising support for Libya's accession to the Euro-Mediterranean

Forum, aimed at promoting north-south political and economic co-operation. The Lockerbie suspects were flown out on an aircraft loaned to the UN by Italy, which as the former colonial power in Libya had been among countries seeking a solution to the trial impasse.

Saudi Arabia and South Africa also helped persuade Col Gaddafi to accept a trial in the Netherlands for the two, who are alleged to have been officers in his intelligence service. If convicted of

planting the suitcase bomb, Abdel Basset Ali Mohamed al-Megrahi and Lamien Khalifa Fhimah face life sentences which they would serve in Scotland under UN supervision.

Hans Corell, the chief UN legal counsel, who escorted the men to Dutch custody, said on Monday that the Libyan lawyers with whom he had negotiated had expressed no doubts about the independence of the Scottish court which will hear the case. "On the con-

trary, it was referred to with respect."

Three judges will adjudicate, in the first Scottish murder case in modern times without a jury. The commitment proceedings will, like yesterday's initial appearance, be presided over in closed session by sheriff Graham Cox. The trial will be open to the public. "It will be a fairly big building, though probably not big enough to cope with demand," the Scottish Office said.

## Ugandan ministers sacked

By Mark Turner in Nairobi

President Yoweri Museveni of Uganda has reshuffled his cabinet in what is being seen as an attempt to fend off accusations of graft and mismanagement in the government.

Specioza Wandira Kazibwe, the vice president, who faced a parliamentary censure motion, lost her agriculture portfolio, although she remains vice president.

The prime minister, Kibuki Musoke, who had asked to retire, was replaced by Apollo Nsubambi, the former education minister, and Sam Kuteesa, the minister of state for planning and investment, was fired. Richard Kaijuka, energy minister, and third deputy prime minister Paul Rityang were also removed.

Donors did not expect the move to affect government policy, but said that Uganda should press ahead with reforms. The IMF recently delayed disbursing a second \$2m tranche of a three-year enhanced structural adjustment facility, after the government issued a number of performance criteria "by a small margin". Donors have expressed concerns that defence spending has not been kept within agreed limits. An IMF mission is expected in May to assess recent performance, and will return in July or August.

ALGERIA'S ELECTION FORMER PREMIER WARNS OF STAY-AT-HOME 'TRAP'

## High turnout 'will ensure free poll'

By Roula Khalaf in London

Moulaoui Hamrouche, a leading contender in Algeria's presidential election, is stepping up pressure for a free election by calling for a big turnout and telling voters that this would ensure the poll's transparency.

Mr Hamrouche, a former prime minister who led the reformist wing of the National Liberation Front (FLN), the former ruling party, has been touring the country to drum up support for his candidacy as much as to convince sceptical Algerians to show up at polling stations.

"You are not clear whether it is worth your while to vote and your con-

fusion is getting worse by the day as you hear some say that the election is a foregone conclusion," he told Algerians in a recent radio broadcast. "But these (people's) aim is to discourage you from voting and by not voting you will fall into the trap they laid for you."

Outgoing President Liamine Zeroual and the Algerian army have pledged the election will be free. The interior ministry has promised additional safeguards against rigging. But candidates from the opposition have raised concerns that a large section of the regime was backing Abdelaziz Bouteflika, the former foreign minister, and fear the administration will not

remain impartial. Mr Hamrouche's aides said he believes a high turnout could change the calculations that may have been made by some circles of power and thereby force a fair election. The more people voted, they said, the less room there would be for possible manipulation of the results.

Mr Hamrouche is running as an independent candidate in a field of seven. There are no credible opinion polls in Algeria but analysts say the first round will be fought between four candidates: Mr Bouteflika, Mr Hamrouche, Ahmed Taleb Ibrahim, a former foreign minister likely to win the bulk of the Islamist vote, and Hocine Ait

Ahmed, leader of the Socialist Forces Front (FFS), a strong critic of the regime.

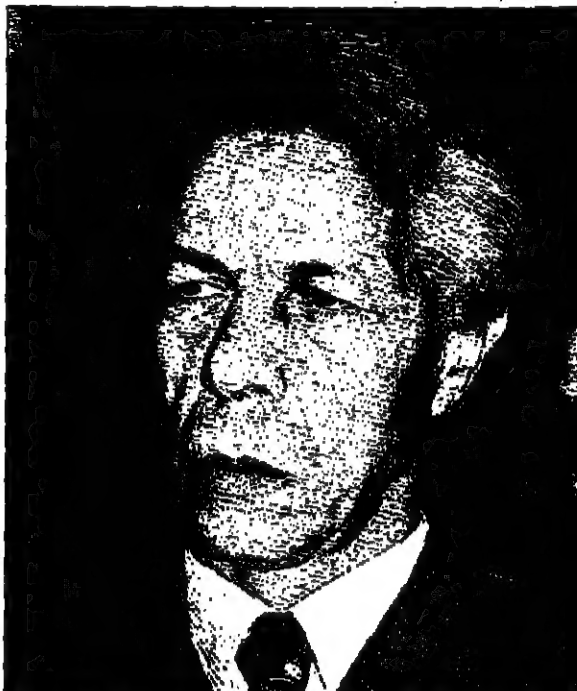
As prime minister from 1988 to 1991, Mr Hamrouche introduced Algeria's first economic and political reforms. Since the 1992 cancellation of elections in which the Islamic Salvation Front (IFS) was about to win a majority of seats in parliament, he has often criticised the regime and its handling of the Algerian crisis.

But having kept to himself in recent years, Mr Hamrouche's return on the political scene is part of a strategy that looks further ahead than winning the election, said his associates. They say he is using his campaign to engage Algerians more in

the country's politics and lay the grounds for the emergence of a strong opposition movement.

His campaign's central message is the pursuit of economic and political reforms, which he says must go hand in hand. Only through a real democracy and transparent decision-making could Algeria come out of its current crisis.

He criticises the International Monetary Fund on the grounds that it contributed to wasting Algeria's resources, since reforms it has promoted since 1994 have failed to promote levels of investment needed to generate growth that could absorb the rising number of unemployed.



Hamrouche campaign to convince sceptical Algerians to vote

## Basle rules on banks' capital adequacy show their age

With one deadline already missed, there is pressure to agree on overhauling the system for providing a cushion against losses. **George Graham reports**

Banking regulators have not given up hope of reaching agreement on an overhaul of the Basle capital adequacy rules but, after failing to meet the deadline they had set for this week, they are wary about setting up another target they might not hit.

"We are going to keep working on it, but we don't want to put a word like 'soon' on it," said one official involved in the discussions. For commercial banks waiting anxiously for the new Basle rules, however, indefinite delay is not an option.

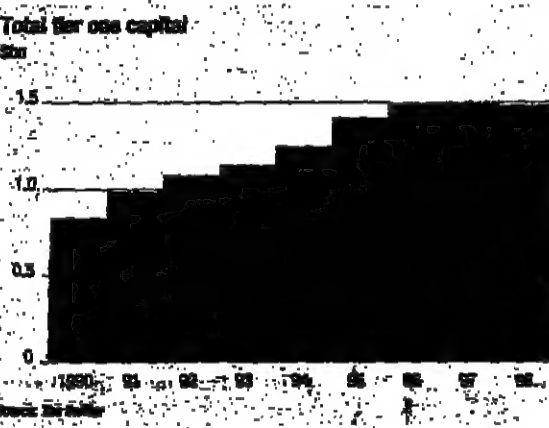
"Given the way industry expectations have been allowed to rise, the delay is frustrating but not, we believe, fatal," said Richard Quinn of the British Bankers' Association.

The heart of the Basle capital rules, established in 1988 by a committee of banking supervisors working under the aegis of the Bank for International Settlements in Basle, is a formula for working out how much capital each bank needs to cushion it against unexpected losses.

Banks must hold total capital equivalent to at least 8 per cent of their assets, with half of this cushion in the form of "Tier 1" capital such as pure equity.

Assets are weighted according to risk, with a 100 per cent weighting for most loans, but only 50 per cent for residential mortgages and 20 per cent for short-term interbank credits.

The original drafters wanted to increase the over-



all amount of capital held in the banking system, which had been depleted by the developing country debt problems of the 1980s, and have had some success.

The total Tier 1 capital held by the world's 1,000 largest banks has climbed, according to statistics compiled by The Banker magazine, from \$839bn in 1990, when the rules first came into effect, to \$1,488bn last year.

But the rules are showing their age. The cushion is

**The asset side of Basle is now in tatters**

now starting to get thinner, as banks learn to adjust their behaviour to fit the formula, sometimes with perverse consequences.

They have securitised corporate loans, for example, which carry a higher capital charge than can be justified by their interest rates, and concentrated on loans with a maturity of 364 days and less, simply because they carried a lower capital charge.

"The asset side of Basle is now in tatters," complained one banker.

The Basle committee's response includes a re-working of the capital formula.

Banks know already that they will be disappointed in their hopes of being allowed to use a sophisticated form of credit risk modelling, similar to that used for measuring market risk, supervisors are simply not yet convinced that the mathematics is robust enough for their purposes.

But the argument is still raging on whether loans will be kept in simple categories, as today, or whether weightings will be tied to credit ratings, either from internal bank assessments or from external rating agencies.

The case for internal ratings has brought together a strange alliance of some of the most sophisticated international banks, which see internal ratings as a step towards full-scale credit risk modelling, and some less advanced European banks, which fear that the use of external ratings would put them at a competitive disadvantage to their US counterparts, because fewer of their corporate customers have such ratings.

For the time being, the sticking point is Germany's insistence that commercial mortgages should carry just a 60 per cent risk weighting, like residential mortgages.

But William McDonough, president of the New York Federal Reserve and chairman of the Basle committee, says the capital formula itself is just one of three pillars on which the new framework will be built. The committee also hopes to strengthen market discipline, through enhanced disclosure requirements, but also, more controversially, to introduce more qualitative judgment into the supervisory process.

This would change little in the UK, where supervisors already set individual minimum capital ratios for each bank, based on the quality of their management and controls and on the riskiness of their business.

But it has provoked concern in Germany, where some argue that it would breach the national constitution by allowing regulators to discriminate between institutions.

"There is a danger that this kind of individual supervision could lead to competitive distortions," the German banking association said.

## NOTICE OF A MEETING OF THE HOLDERS OF P.T. ASTRA INTERNATIONAL TBK (the Issuer) U.S. \$125,000,000 6 1/2% per cent Convertible Bonds due 2006

NOTICE IS HEREBY GIVEN that a Meeting of the holders (the Bondholders) of the above-mentioned bonds (the Bonds) constituted by a trust deed dated 2nd April 1991 (the Trust Deed) and made between the Issuer and Bankers Trust Company Limited (the Trustee) will be held at 2.00 p.m. (Singapore time) on 29th April 1999, at the Hotel Intercontinental, Singapore, 80 Middle Road, Singapore 188966 for the purpose of considering and, if thought fit, passing the following Extraordinary Resolutions:

### EXTRAORDINARY RESOLUTIONS

THAT this meeting of the holders of the U.S.\$125,000,000 6 1/2% per cent Convertible bonds due 2006 (the Bonds) of P.T. Astra International Tbk (the Issuer), constituted by a Trust Deed dated 2nd April 1991 (the Trust Deed) and made between the Issuer and Bankers Trust Company Limited (the Trustee), hereby:

#### RESOLUTION 1

"(i) assents to the exchange of the Bonds for new bonds issued as part of the Series of new bonds denominated in United States dollars (the New Dollar Bonds) all as more particularly described in the document entitled Restructuring Framework for P.T. Astra International Tbk produced to this meeting and signed by the Chairman for the purposes of identification (the Restructuring Framework);

(ii) request and authorise the Trustee (or its delegate(s)) to enter into a supplemental trust deed to the Trust Deed (the Supplemental Trust Deed) in substantially the form produced to the meeting and signed by the Chairman for the purposes of identification (the Supplemental Trust Deed) and to execute the Supplemental Trust Deed and to do all such things as may be necessary or expedient to give effect to the Supplemental Trust Deed; and

(iii) request and authorise the Trustee (or its delegate(s)) to execute the Supplemental Trust Deed and to do all such things as may be necessary or expedient to give effect to the Supplemental Trust Deed; and

(iv) request and authorise the Trustee (or its delegate(s)) to execute the Supplemental Trust Deed and to do all such things as may be necessary or expedient to give effect to the Supplemental Trust Deed; and

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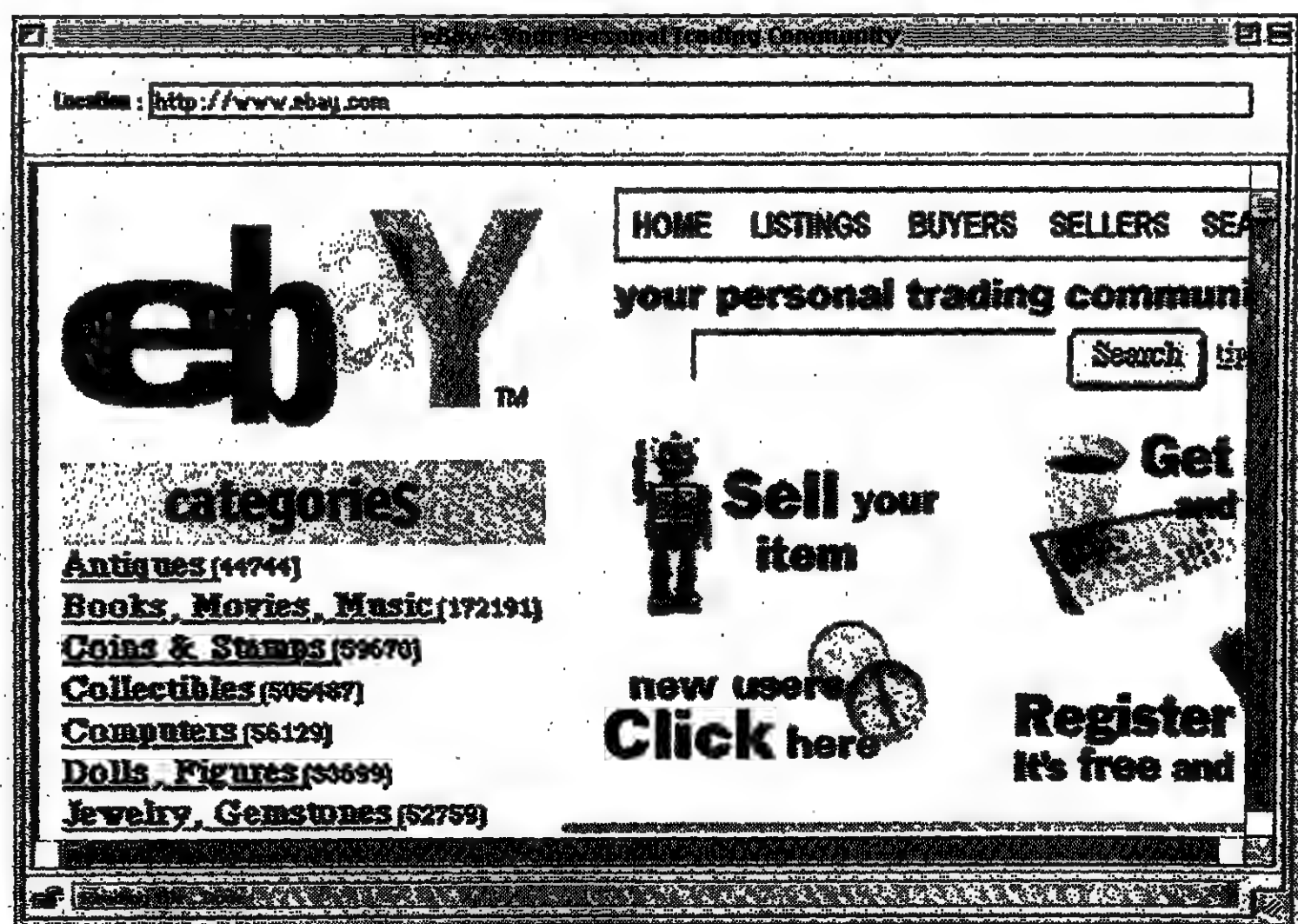






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PARLIAMENTARY ELECTIONS NATIONALISTS PROPOSE \$190M PACKAGE TO WIN OVER THOSE ALIENATED BY 'TARTAN TAX'

## Business pledge opens Scots campaign

By Brian Groom, Andrew Parker and James Buxton in Edinburgh

The Scottish National party will try to win over business people - many of whom have been alienated by its "tartan tax" policy - by unveiling proposals this week for a £117.75m (£190m) package over three years to help small businesses.

But Donald Dewar, the chief minister for Scotland in the UK Labour government, will underline Labour's business-friendly

credentials today when he announces an inward investment by JP Morgan, the US bank, creating 300 jobs for software engineers near Glasgow.

The battle over policies for investment is becoming a key issue in the May 6 election for the Scottish parliament. Formal campaigning began yesterday with Labour warning that a vote for the SNP would lead to divorce from the UK, higher taxes and fewer jobs.

A Labour official said: "JP

Morgan certainly sign up to the fact Scotland is part of the UK and part of Europe. As long as it remains like that we will remain a key inward investment prospect."

The SNP was criticised by business leaders last month when it unveiled plans to maintain the basic rate of income tax at 23 per cent next year when it is cut to 22 per cent elsewhere in the UK. There was particular concern about unincorporated businesses, largely sole

traders or partnerships, which pay income tax rather than corporation tax.

The party will announce the package as part of its manifesto tomorrow. About £30m a year would go towards reducing the business rates burden, at least half of it to cut rates for the 50,000 smallest businesses by £300 a year. It also proposes £9m over three years for rural businesses hit by higher fuel costs, £15m for a business innovation fund, and £3.75m to ease the

administrative costs of tax and national insurance.

The Federation of Small Businesses last night welcomed the plan, even though it fell short of the £50m a year it was seeking. The cash would come from money saved from the UK government's budget for Scotland.

Alex Salmond, the SNP leader, launched his campaign yesterday insisting that the 1% on tax to fund extra spending on health, housing and education would be the "defining issue" of the campaign. He played down the party's plan for a referendum on independence, putting it last on a postcard containing 10 campaign pledges. Mr Dewar accused the SNP of "trying to hide its central purpose". Jim Wallace, the Liberal Democrat leader, said his party was prepared to put 1p on tax to fund higher education spending, but it might not be necessary if "some slack" could be found in the Scottish budget.

## Optimism rises in many companies

By Christopher Adams, Economics Staff

Further evidence has emerged of a rebound in UK business confidence, easing fears that the economy will suffer a severe downturn.

In one of the most upbeat economic surveys to be published in recent weeks, the Confederation of British Industry, the principal UK employers' organisation, reported that optimism among companies operating in the consumer, business and professional services sectors has recovered strongly.

The quarterly survey, released yesterday, showed a big jump in confidence between November and March, with almost 40 per cent of firms in the hotels, catering and travel industries expecting conditions to improve in coming months.

Accountants, lawyers and IT specialists were also upbeat about their immediate prospects, though the rebound in business services was not as pronounced as in the consumer sector. The recovery follows successive interest rate cuts and reflects continuing growth in the value of business over three months. Employment has also grown strongly.

## Post Office arms itself for global market battle

State-owned organisation to escape years of commercial restriction, Alan Pike writes

The Post Office will this month form an international division to do battle with global competitors after "seven wasted years". That is how John Roberts, its chief executive, describes the period - most of the 1990s - in which the management of the state-owned Post Office pleaded with ministers for more commercial freedom.

Post Office managers - hampered by public sector investment restrictions and a requirement to return most profits to the government - feel they have been reduced to a spectator role in the rapid restructuring of European post and distribution markets.

German Parcel, Germany's third largest private carrier that in January became the UK Post Office's first big overseas acquisition, was formed with a single van just 10 years ago. Now it handles nearly 100m items a year and has annual sales of £250m (\$402.5m). Its technical facilities are the envy of its new owner.

While German Parcel was growing, says Mr Roberts, the Post Office was not allowed to develop Parcelforce, its own parcels operation, because the UK government regarded money spent on it as nugatory investment.

Approval to purchase German Parcel was the first demonstration of the government's promise to ease restrictions on the Post Office. The ministerial strategy for freeing the corporation while retaining its public sector status will be outlined in a white (policy) paper in a month. "We need a lot of detail on issues including borrowing, investment and regulation," says Mr Roberts.

He predicts a future in which Europe will be dominated by as few as four - perhaps three - big operations. The UK Post Office, along with those of the Netherlands, France and Germany are the market leaders but may not remain so.

The Netherlands post office three years ago acquired TNT, the Australian distribution group, setting a possible trend for dominant organisations to form similar public-private sector amalgamations, or even cross-border mergers between state post offices.

Mr Roberts envisages postal and distribution groups coming together to offer global networks along similar lines to British Airways' one world alliance with overseas airlines. Smaller national post offices would agree partnership



As German Parcel grew, says John Roberts, the Post Office was not allowed to develop Parcelforce

deals with main operators. The importance of the German Parcel acquisition is that it gives the UK Post Office immediate access to a distribution network throughout Europe. German Parcel holds 23 per cent of shares in General Parcel, an international operation serving 30 countries.

Competition for acquisitions is intense in the European market. Post Office managers have refused to

divulge how much they paid for German Parcel, though there has been speculation that it was about £300m.

By 2008, further liberalisation of EU postal markets will intensify cross-border competition. One potential approach to the next phase - deregulating specific categories of material, such as direct mail - is unpopular with national postal administrations. They would prefer a straightforward reduction

in the existing weight and price monopolies.

"We could not stay within the UK's boundaries and hide from the way world postal services are reshaping, even if we wanted to," says Mr Roberts.

"Overseas competitors would simply eat away at our market and undermine the basis for maintaining the universal, single-price monopoly. We have no choice but to compete."

## Island to reject part of offshore financial report

By Clay Harris in London and Philip Jones in Jersey

The Isle of Man, the UK dependency off the north-west coast of England, does not plan to follow all the recommendations of last year's UK government review of offshore financial regulation.

The island's council of ministers yesterday described its response to the report, by Andrew Edwards, a former Treasury official, as "positive but not slavish". John Cashen, chief financial officer, said: "Where we are saying 'no', they are not major disagreements."

Mr Edwards generally endorsed the arrangements for financial regulation in the Crown Dependencies, which include the Channel Islands of Jersey and Guernsey between England and France, as well as the Isle of Man. But he made a number of recommendations for changes on each of the three islands.

The Isle of Man government is the first to respond formally. It proposed an immediate moratorium on the creation of a class of non-resident companies, which had been criticised by Mr Edwards as "attractive vehicles for evasion of taxes in other jurisdictions".

The island would regulate

corporate service providers and transfer regulation of companies from the General Registry to the Financial Services Commission.

It said it would establish an ombudsman facility, and signalled its willingness to amend a double taxation agreement with the UK.

But the island did not plan to merge the FSC and Insurance and Pensions Authority into a single regulatory body. It also said members of Tynwald, the island's parliament, would continue to act as non-executive chairmen of the two agencies.

It also rebuffed Mr Edwards' call for changes to local law and practice relating to trusts. Tynwald is to consider the report on April 20, in time to deliver an official response before the next scheduled meeting in May between a UK government minister and representatives of the three islands. Jersey and Guernsey authorities are co-operating closely on their response to the Edwards review. Richard Pratt, director-general of Jersey's Financial Services Commission, said yesterday: "We've agreed a 'no surprises' policy so that we each have a clear idea of what's going on in each island."

## NEWS DIGEST

## MERGERS AND ACQUISITIONS

### Companies 'lag behind non-UK counterparts'

UK companies are lagging behind their counterparts elsewhere in Europe and in the US and in making acquisitions in Europe, according to a study by CIBC World Markets. John Llewellyn Lloyd, chief executive of CIBC Brothers Corporate Finance, a corporate advisory house, said: "UK companies still seem strangely reluctant to take firm steps on to the continent. In the meantime, their competitors in the US and Europe are moving quickly forward to establish solid bridgeheads in what is now the world's second largest market."

In the past three years, the total value of cross-border merger and acquisition activity in Europe has more than doubled to £321.6bn (\$517.8bn). But the value of acquisitions by UK companies on the continent has fallen from £8.1bn in 1995 to £5.3bn in 1998. The figures exclude last year's £20.9bn AstraZeneca deal. The study shows that two out of every five acquisitions in Europe are now being made by overseas companies, and nearly half of the total value of European M&A activity involves a cross-border deal. The value of acquisitions by European companies into the UK has tripled. Sathnam Sanghani, London.

## KOSOVO CAMPAIGN

### Assurance on tax burden

Gordon Brown, chancellor of the exchequer, dismissed fears yesterday that the public finances could be stretched by the costs of a prolonged campaign in Kosovo and repeated his assurance that the tax burden would fall next year. Although the government's contingency reserve for next year is only £2.5bn (\$4bn), Mr Brown indicated it was sufficient to cope with the costs of the campaign in Kosovo.

"It is a matter of burden sharing between the allies, but our prudence over the last two years, since we came in government, of cutting the deficit, allows us to plan for contingencies such as this," David Wighton, London.

## RAIL NETWORK

### Franchising director named

Mike Grant, a former financial controller at Eurotunnel, operator of the Channel tunnel between France and England, is expected to be confirmed today as franchising director charged with steering the crucial renegotiation of rail franchises with train operating companies. Mr Grant is a former colleague of Sir Alistair Morton, previously co-chairman of Eurotunnel and now chairman of the strategic rail authority. Charles Batchelor, London.

## MOBILE PHONE SUBSCRIPTIONS

### Four operators' shares surge

Shares in the UK's four mobile phone operators surged in London yesterday on news of better than anticipated subscriber numbers for the January to March quarter. Traditionally a quiet period for the cellular industry following the Christmas boom, the operators added collectively almost 2m net new customers in the period, only slightly less than the 2.54m put on in the preceding three months. The total for the UK is now almost 15m, indicating that roughly one in four British citizens now owns a mobile phone.

Vodafone consolidated its lead in the UK market adding a net 700,000 subscribers in the quarter, bringing its total to 5.57m. Its shares rose to £12.07 from £11.82 yesterday. Celtel exceeded analysts' expectations adding a net 479,000 in the quarter bringing its total to 4.52m. Shares in British Telecommunications which has a majority stake in Celtel rose to £10.89 from £10.28. Orange added 370,000 net new subscribers in the quarter for a total of 2.53m. Its shares rose to £9.28 from £8.94.

One-2-One, whose owners, Cable and Wireless and US West, put the company up for sale last month, saw 329,000 net new subscribers join in the quarter giving a total of 2.53m. Alan Cane, London.

## TEACHERS' PAY PROPOSALS

### Government softens stance

THE GOVERNMENT CAN RELAX - MY PAY WON'T BE PERFORMANCE-RELATED AFTER ALL



The government signalled its readiness yesterday to back down over radical proposals to force schoolteachers to accept a tough new contract in return for higher pay. Classroom teachers were warned in January that, in order to receive a 10 per cent pay rise worth up to £2,000 (£3,220), teachers would "have to make a fuller professional contribution to teaching and learning at the school". Estelle Morris, education minister, told the NASUWT teachers' union that good teachers would be "rewarded for the extra effort they are already putting into the job" under the new pay structure planned for next year. The unexpected move, softening the government's headline stance, marked a new conciliatory approach after a hostile reaction by the larger and more militant National Union of Teachers last week.

In an allied concession, Ms Morris postponed the full introduction of a new appraisal system - seen as a key plank of the planned performance-related pay structure - until next year. Together, the concessions underline ministerial anxiety about taking on the teaching profession, which is promising industrial action if the government does not rethink its wider plan for reforming teachers' pay and conditions of service. Simon Targett, Eastbourne.

## BSkyB offers assurance on soccer bid

By David Whigham and Cathy Newman

BSkyB, the satellite broadcaster owned in part by Rupert Murdoch's media empire, has offered to exclude the Manchester United soccer club from negotiations on Premier League television rights in an attempt to persuade the government to allow its proposed takeover of the club.

BSkyB has written to Stephen Byers, chief industry minister, saying it would abide by conditions to prevent it gaining access to confidential information about rival bids for broadcasting

rights. The company has also given assurances that Manchester United would not initiate any break away from the Premier League. The letter reinforces arguments BSkyB made to the Monopolies and Mergers Commission, whose report on the takeover was delivered to Mr Byers three weeks ago.

There was speculation yesterday that Mr Byers might announce his conclusions before the House of Commons returns from its Easter recess on Tuesday.

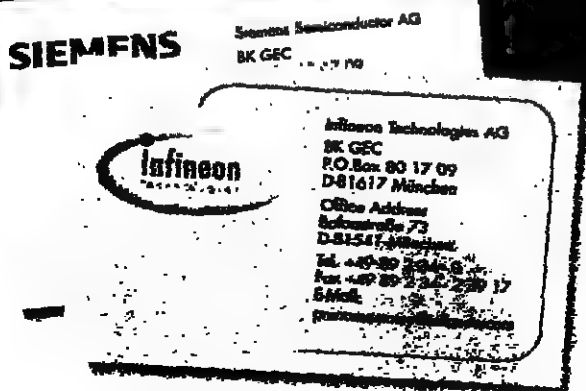
BSkyB wrote to Mr Byers following recent reports that ministers were concerned

about the enforceability of any conditions imposed on BSkyB regarding transfer of information. BSkyB is understood to have insisted in its discussions with the MMC that there is no risk of information leaking under the current Premier League procedures. It pointed out that the Independent Television Commission, which is promising industrial action if the government does not rethink its wider plan for reforming teachers' pay and conditions of service, Simon Targett, Eastbourne.

the meeting. Its one caveat was that any other clubs owned by television companies would be excluded and that if there were more than three such clubs the offer would be withdrawn. Mike Hilton, an analyst at Dresner Kleinwort Benson, said "Chinese walls" commonly used in investment banks could be put in place between the club and BSkyB. The Independent Television Commission, the industry regulator, has argued that the management of soccer clubs are not strong enough to abide by any conditions attached to the deal.

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# A chaste, decorous Salome

## OPERA

DAVID MURRAY

Salome  
English National Opera, London

At the English National Opera, David Leveaux has revived his 1996 production of Richard Strauss's *Salome*. It is far and away the least "decadent" account of the piece that I have seen, or indeed heard - at least with this mostly new cast; and in any case, Leveaux's chaste basic staging gives no house-room to the usual excesses.

It is a relief, certainly, not to have Salome's final, disastrous monologue tricked out with a pre-rehearsed troupe of campy mimes and dancers. Here Herod's court is merely enjoying a decorous soirée. Not only is John Graham-Hall's sober, incisively sung Herod stripped of his usual archness and neurotic extravagance (though they are in Wilde's original text and Strauss's music), but Elizabeth Vaughan's deliciously crisp Herodias - nothing like Astrid Varnay's bibulous monster, or Anja Silja's haughty witch - has a disarming touch of the Queen Mum.

Nor has the designer Vicki Mortimer taken the usual visual cues from Gustave Moreau and Klimt. Her set is just a corner of some crumbling fortress, good enough for many an act in middle-period Verdi operas. It does have built-in "steps", and a metal ladder, too, upon which people constantly, precariously climb up and down (some more nervous than others) to no evident purpose; but it does not suggest a society foundering amid sexy, illicit flames.

Even Vivian Tierney's Salome performs half her

"Dance of the Seven Veils" high on those steps in a gym-slip (with long panels fore and aft, but no veils). That is perhaps the clue: far from Oscar Wilde's original, over-excited conception - "Her lust must needs be infinite... perversity without limits" - this Salome is a nice, sturdy young woman, neither sulky nor sly, who dislikes her stepfather Herod but is suddenly and strangely captivated by his captive prophet "Jokanaan" (John the Baptist).

That is how Tierney sings and plays her: with a beautifully clean, sustained vocal line, innocent of riper suggestions, and the fresh open-

**The brilliantly skittery musical allure is underplayed, and we rather miss it**

face and gym-going figure of a girl born to a pleasant, health-conscious life. And if I read Wayne McGregor's choreography for her "Dance" right, it is meant to suggest revived memories of (step)child abuse. Aah, so that was the problem!

That it was a Severe Problem is emphasised here by Jokanaan's severed head, unnaturally naturalistic and gory, soaked through Salome's dress while she sings to it before she smogs it, and all brightly lit, not in the customary decent shadow. (For the first Covent Garden performance of *Salome*, Lord Chamberlain forbade the head to be seen at all.) The gruesomeness of the act makes us think: *This is not*



Vivian Tierney as Salome with Jokanaan's severed head, unnaturally naturalistic and gory

thank God, a real severed head, but a latex fake, and Tierney is faking making love to it. At that moment, should that be what it makes us think?

Matthew Best invested Jokanaan with sonorous favour while recuperating from a heavy cold (we lost

many of his words). Mark Le Brocq's lovelorn tenor Narraboth is virtue and upstanding, the two Christ-wise Nazarenes warmly delivered by Mark Beesley and David Kempster, the five disputatious Jewish scholars impersonated with flair.

The conductor is David

Atherton: efficient as always, but not imaginatively attuned to this score - which was most deliberately composed to reproduce the contemporary shocks of Wilde's text, amid incessant chromatic flickering and outré orchestral affects. Though Atherton locates the

musical nodes fairly enough, he normalises it all in his plain British way. The brilliantly skittery musical allure is underplayed, and we rather miss it.

Further performances at the ENO tonight, April 10 (early start at 8.30), 16 and 20.

## NEW YORK OPERA SUSANNAH

# Resurrection at the Met

Forty-four years ago, Carlisle Floyd, an obscure young professor at Florida State University, supervised the first production of his third opera, *Susannah*, a retelling of the biblical story, transported to the isolated mountains of Tennessee. The opera was an immediate success, and has been produced hundreds of times elsewhere in the US and also abroad (Lyons, Vienna, Berlin). Floyd went on to write other successful operas - his *Of Mice and Men* was recently revived at the New York City Opera - while he continued teaching.

Now, after almost 50 years, he has achieved the supreme accolade: he has reached the Metropolitan Opera in New York, where a new staging of *Susannah* has opened, enthusiastically received by the unpredictable Met audience.

It is not hard to explain the warm reception. The story is straightforward (betrayed innocence violently avenged), the music is easy and attractive, and there are meaty roles for two accomplished singers. At the Met, the title role was in the hands of Renee Fleming, a favourite with the public, and deservedly so: earlier this season, her noble, affecting Countess Almaviva threatened to eclipse even the brilliant Susanna (Mozart's, that is) of the effervescent Cecilia Bartoli.

And, as the villainous itinerant preacher Olin Blitch, Samuel Ramey was in dark, splendid form. His long, Bible-thumping sermon in Act Two was the focal bravura moment of the opera, in dramatic contrast with the heroine's sweet, sometimes folksy songs.

There are two tenor parts: Sam, Susannah's drunken but devoted brother, was convincingly interpreted by Jerry Hadley, more familiar in lyrical, tender roles; Little

Bat McLean, an ingenious adolescent enamoured of Susannah, was assigned to the young John McVeigh. Little Bat is an ungrateful character, but McVeigh was vocally more than satisfying.

The trouble with *Susannah* is its superficiality: the text is humdrum, the music is skillful, even tuneful, but it illustrates, without probing, Floyd draws on the American tradition - folk tunes, hymns, square dances - but with scant flair (you have only to think of what Virgil Thomson did with the same sources). Until recently, this opera was staged largely by local companies in small theatres, and though in New York the sets (by Michael Yeargan) take up plenty of space, they have an enlarged look, out of proportion to the linear simplicity of the plot and the honest, realistic, but generally predictable acting of the principals, as directed by Robert Falls.

As usual at the Met, the small roles were tellingly executed: the quartet of nasty church-going women, sung by Jane Dutton (Mrs Gleason), Jennifer Welch (Mrs Hayes), Joyce Castle (Mrs McLean) and Jane Shaulis (Mrs Ott), were a formidable unit; the chorus - an important actor in the story - was also alert, and James Conlon drew strong, tightly paced playing from the Met orchestra.

On its own terms then, this *Susannah* worked, and the opening-night audience showed its approval. There is room for this opera in the repertoire, when there are Flemings and Rameys to stung it, as there is room for Cilea and Umberto Giordano in the Italian sector. If we cannot have towering masterpieces every night, we must welcome well-made craftsmanship.

William Weaver

# Spiritual dancing without the expected miracles

## THEATRE

IAN SHUTTLEWORTH

Geometry of Miracles  
Scottish Exhibition Conference Centre, Glasgow

Robert Lepage is a man who delights in bringing together in his presentations disparate elements, perspectives and personalities - this is the man, after all, who in his *Nevadas and Opium* gave us the combination of Jean Cocteau and Miles Davis. This time the odd couple are architectural pioneer Frank Lloyd Wright and Armenian lawyer Georgi Ivanovich Gurdjieff.

Wright's third wife, Olgivanna, had been a disciple of Gurdjieff, and their daughter Iovanna, after a similar journey, brought Gurdjieffian programmes of thought training and spiritual dancing to

integrate - and clash - with the holistic approach to architectural and engineering activities at Wright's Taliesin Foundation.

Founding a stage piece on the linkage between the father of "organic" architecture and the man who taught that individuals need to awaken from their spiritual sleep is an inspired move, the more so because Lepage's approach to theatre is fundamentally in sympathy with both men's philosophies - the Quebecois wizard is one of a handful of practitioners transcendently "awake" (in Gurdjieff's sense) to the storytelling, imagistic and emotional possibilities of theatre.

And yet *Geometry of Miracles* (which I saw as part of the peripatetic "Tramway" programme in Glasgow), although taking the same approach as Lepage's previ-

ous masterpieces *The Dragons' Trilogy* and *The Seven Streams of the River Ota*, is only patchily wondrous.

Perhaps familiarity has begun to breed contempt; having grown acquainted with Lepage's brand of lateral thinking, we are no longer shocked and enchanted into new ways of seeing. When, for instance, the president of Johnson's Wax dictates a letter to his secretary, and tap-dances vigorously on the table to supply the clacking sounds of her nimble typewriter, it seems a neat gimmick rather than a minor coup de théâtre.

As I watched Gurdjieff hold a conversation with a "rotating eyeball", instead of searching for symbolism within the play, my mind wandered to similar pranks by American art-rock band The Residents. At one point, the "spiritual

dances" seem no more than hackneyed theatre-machine exercises.

Lepage also, unusually, leaves some connections unexplained and even unhinted at. We see that Rodrigue Proteau (a Quebecer putting on a heavy Caucasian accent) doubles as Gurdjieff and the stalking, throat-singing Seelzebub who twice tempts Wright (Tony Guilfoyle in a first-rate sardonic performance) in the desert, and we may make vague connections with Christ, but nowhere are we told what Lepage plainly knows and a few of us might also, independently, have learnt - that Gurdjieff's main prose work is whimsically entitled *Beelzebub's Tales to His Grandson*.

Now and again, too, Lepage seems not to know when to stop. Gurdjieff's

frustration at his disciples' lack of individuality is fully conveyed within the first three minutes of a lengthy scene of dramatic follow-my-leader, but on and on it goes.

Similarly, the piece as a whole seems to have about four successive codas. Lepage can keep an audience spellbound for seven hours and more, so to say of this

less than three-hour work that it begins to drag towards the end is serious. Of course, by anyone else's standards, it is a tremendous production, almost effort-

lessly reinventing space and modes of performance.

At the Royal National Theatre, London, from April 14 (0171-632 3600).

Tel: 81-3-3584 9999

Japan Philharmonic Orchestra: conducted by Kazufumi Yamashita in works by Beethoven, Rodrigo, and Ravel and featuring Kaori Murai on guitar; Apr 11

DANCE

NHK Hall

The Royal Ballet: the British company's tour opens with Swan Lake; Apr 11

EXHIBITION

Bunkamura

Tel: 81-3-3477 9999

Apéritif and Wine Poster

Exhibition: a collection of Fomey City Library of Paris, 200 apéritif and wine posters from the late 1800's to the 1960's; to Apr 25

TV AND RADIO

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13.30: Business Asia

19.30: World Business Today

22.00: World Business Today Update

Business/Market Reports:

05.07; 08.07; 07.07; 08.20; 09.20; 10.20; 11.20; 11.32; 12.20; 13.20; 14.20.

## INTERNATIONAL

# Arts Guide

## AMSTERDAM

### DANCE

Het Muziektheater

Tel: 31-20-551 8811

Dutch National Ballet

programme combining the Dutch premiere of Acts of Light by Martha Graham, with the world premiere of Krzysztof Pastor's Bitar Sweet, and Balanchine's Symphony in C; Apr 8, 9

OPERA

Netherlands Opera, Het Muziektheater

Tel: 31-20-551 8811

Otto: by Verdi. Conducted by Cello Rizzi in a staging by Klaus Michael Gruber, with a cast led by Vladimir Bogachov; Apr 10, 13

BERLIN

Deutsche Oper

Tel: 49-30-34364-01

Matthäus-Passion: Christopher Hogwood conducts Johann Bach's and Felix Mendelssohn's score; staged by Günther Uecker, Götz Friedrich and

Dieterle Calsow; Apr 8, 10

## BONN

### EXHIBITION

Kunst- und Ausstellungshalle der Bundesrepublik Deutschland

Tel: 49-228-917 1200

www.kah-bonn.de

High Renaissance in the Vatican: Art and Culture at the Papal Court (1503-34). The early 16th century saw the Vatican establish itself as the centre of art in Europe: the Vatican commissioned work from such great artists as Leonardo da Vinci, Michelangelo and Raphael. This exhibition displays some of the masterpieces that resulted, as well as detailing the contexts in which they were produced; to Apr 11

LONDON

### CONCERTS

Barbican Hall

Tel: 44-171-638 8891

Glen Miller Orchestra: conducted by Ray McVay performing wartime classics; Apr 10

Queen Elizabeth Hall

Tel: 44-171-960 4242

Camelot: in works by Mozart, with violin soloist Isabella Faust, and viola Tabeta Zimmermann; Apr 7

Royal Festival Hall

Tel: 44-171-960 4242

BBC Philharmonic: Endless Parade: Benjamin Britten is celebrated here in a performance entitled "Classics of British Music Since 1945. Conducted by Yan

Pascal Torteiller and featuring the BBC Singers; Apr 10

London Philharmonic Orchestra: conducted by Leon Botstein in works by Wagner, Khachaturian and Dvořák; Apr 9

London Philharmonic Orchestra: International Series featuring Haydn's The Creation conducted by Sir Roger Norrington; Apr 11

Philharmonia Orchestra: conducted by Vladimir Ashkenazy in works by Bernstein, Gershwin, and Rimsky-Korsakov; Apr 7

EXHIBITIONS

Hayward Gallery

Tel: 44-171-261 0127

www.hayward-gallery.org.uk

Patrick Caulfield: major retrospective of the British pop artist; then touring in Europe and the US; to Apr 11

National Gallery

Tel: 44-171-639 3321

Portraits by Ingres: Images of an Epoch. 40 paintings and 50 drawings by the 19th century French painter. Includes major loans from museums in France, the US, and elsewhere; then touring to the US; to Apr 25

OPERA

English National Opera, London Coliseum

Tel: 44-171-632 8300

Mefistofele: by Boito. Conducted by Oliver von Dohnányi in a new staging by Ian Judge; Apr 8

Salome: David Atherton conducts Richard Strauss' opera, starring Vivian Tierney as Salome in David Leveaux's production;

Apr 7, 10

## LOS ANGELES

### CONCERT

Music Center: Dorothy Chandler Pavilion

Tel: 1-213-385 3500

www.laphil.org

Los Angeles Philharmonic: conducted by Hans Vonk and featuring Lars Vogt on piano in works by Weber, Mozart, and Schubert; Apr 7, 10, 11

MADRID

### EXHIBITION

Fundación Juan March

Tel: 34-91-435 4240

Marc Chagall: Jewish Traditions. 40 paintings by the Russian-French painter, produced between 1909 and 1976. They detail Chagall's progression through such styles as Expressionism, Cubism and Surrealism; to Apr 11

NEW YORK

### CONCERTS

Avery Fisher Hall, Lincoln Center

Tel: 1-212-875 5030

www.lincolncenter.org

New York Philharmonic: Uptown Blues - Ellington at 100: presented by Jazz at Lincoln Center in conjunction with the Philharmonic to mark the 100th anniversary of the Jazz great Duke Ellington. Brings together the Lincoln Center Jazz Orchestra (with Wynton Marsalis) and the New York Philharmonic (led by Kurt Masur). The program

features Ellington's compositions arranged by Marsalis along with a performance of the Peer Gynt Suite; Apr 8

Pierpont Morgan Library

Tel: 1-212-885 0008

Collection in Concert: From Bach to Berg: featuring John Aler (tenor), Krista Benning (soprano) and directed by Laurie Smulder and Ira Weller; Apr 8

EXHIBITIONS

Guggenheim Museum

Tel: 1-212-423 3500

www.guggenheim.org

Jim Dine: Walking Memory, 1959-1969. More than 100 works make up this survey of the American artist; including photographs, paintings and performance pieces; to May 16

Metropolitan Museum of Art

Tel: 1-212-879 5500

www.metmuseum.org

Our New Clothes: Acquisitions of the 1990s: presented by the Costume Institute. Focuses on themes such as American Heroes which highlights designers

Geoffrey Beene, Calvin Klein, and Giorgio di Sant'Angelo; to Aug 22

OPERA

Metropolitan Opera, Lincoln Center

Tel: 1-212-362 6000

www.metopera.org

Giulio Cesare: returns to the repertory with John Nelson conducting and Jennifer Larmore in the title role. Production by John Copley, sets designed by John Pascoe, and costumes by Michael Stannett; Apr 10

● Susannah by Floyd. James Conlon conducts a new staging by Robert Falls, with a cast led by Renee Fleming and Samuel Ramey; Apr 9, 13

● The Queen of Spades: by Tchaikovsky. Conducted by Valery Gergiev in a revival of Elijah Moshinsky's staging, designed by Mark Thompson. The cast is led by Plácido Domingo (replaced by Yuri Marusin on Apr 3), Galina Gorchakova and Olga Borodina; Apr 7, 10

PARIS

### OPERA

Opéra National de Paris, Opéra Bastille

Tel: 33-1-4473 1300

www.opera-de-paris.fr

Lucia di Lammermoor: by Donizetti. Conducted by Bruno Campanella in a staging by Andrei Serban and Robert Carsen, with designs by William Dudley; Apr 8, 11

PERUGIA

### EXHIBITION

Galleria Nazionale dell' Umbria

Tel: 39-075 574 1247

Beato Angelico and Benozzo Gozzoli: Renaissance Painters. Organised to mark the 500th anniversary of Fra Angelico's death, this show includes missing sections of his Polittico dei Domenicani; to Apr 11

TOKYO

### CONCERT

Suntory Hall





MARTIN WOLF

## The road to hell

Having involved itself in Kosovo, Nato must win. This requires ground troops and military commitment for the indefinite future

Occasionally, economics must take second place. The war in Kosovo is such an occasion. This is a defining moment in the history not just of post-cold war Europe, but of the transatlantic alliance. Slobodan Milosevic has challenged Nato in the most brutal and calculated manner. He must not win.

No less a man than Bismarck, Germany's iron chancellor, famously remarked that the Balkans were not worth the bones of a single Pomeranian grenadier. This ethnic patchwork, border zone between religions and hotbed of irredentist myth has always been perilous.

Opponents of outside involvement can add three more general reasons for standing aside: that no significant western national interest is engaged; that it is inconsistent, indeed hypocritical, to balk at President Milosevic's behaviour in Kosovo and tolerate equally grave abuses elsewhere; and that it is particularly unwise to intervene within a sovereign nation. All these arguments have merit; none is decisive.

It is true that no vital national interest is engaged, particularly for the US and the UK. It is ridiculous to justify this war by comparisons between Milosevic and Hitler. Yet it is at least equally foolish to remove all humanitarian concerns from the purposes of moralistic democracies. The urge to do something is not discreditable, provided results justify the action.

It is also true that the west seems inconsistent, at best, and racist, at worst. It is prepared to respond in former Yugoslavia, but ruled out action in Rwanda and has tolerated crimes elsewhere. Yet that it is excessively costly, or

counter-productive, to intervene against some abuses cannot mean it is wrong ever to do so. The calculation must depend on the scale of the wrong and the costs of halting it. And yes, interventions in conflicts within sovereign states are particularly difficult to justify. The notion could too easily mean *corde blanche* for the strong to interfere in the internal affairs of the weak. Against this, however, is the fundamental principle that a state does not own its citizens. Some behaviour should deprive a state of the right to rule, as America's Declaration of Independence asserted of far less heinous offences than these.

Thus, Nato was not wrong in principle to intervene. But its intervention had to have a good chance of improving the outcome. Cheap gestures were not enough. On the contrary, a decision to intervene ineffectively could easily be worse than nothing. To this untutored eye, the intervention over Kosovo is, up to now, precisely that. President Milosevic has concluded he has nothing to lose and

much to gain from creating an ethnically "pure" Kosovo. Western bombing seems to have accelerated this activity, while persuading more Serbs to support their president. As for those who trusted the west, they are being murdered and exiled.

This is worse even than a humanitarian disaster. The credibility of the west is now at stake. That makes this a vital interest. If President Milosevic gains the day, Nato's viability is in question, at the very least in out-of-area interventions.

Nato now has to win - and be seen to win. This is both a moral and a strategic imperative. A peace that amounts to acquiescence in the facts created on the ground would be not just a crime, but also a blunder. Yet that seems the probable outcome. President Milosevic has, as expected, announced a brief ceasefire. He may prefer the partition of Kosovo, albeit vastly in the Serbs' favour. The west, worried over hundreds of thousands of refugees, will be sorely tempted to agree. To do so would be to accept defeat. The British prime minister, Tony Blair, understands this. In an



How Punish saw the region's woes in 1995

Punch Ltd

article published in the *Sunday Telegraph* over the weekend, he argued that "our goal must be to ensure that these people can return to their homes. We cannot and must not accept Milosevic's ethnic cleansing." Mr Blair willis the ends. But do he and his colleagues, above all president Clinton, also will the means?

Those, like me, whose speciality lies not in military affairs can only harbour doubts. But the doubts are both pressing and disturbing.

Did western political leaders take proper account of the probable response of president Milosevic to their bombing campaign?

Did they think they could halt the Serbian forces in Kosovo with air power? Do they believe that a limited bombing campaign will force president Milosevic to undo his brutal solution of the Kosovo question?

Do they seriously hope that the Serbs, steeped in myths of national struggle and deprived of information about events within their own country, will round on the Milosevic regime?

If, as I fear, the answer to all these questions is no, then this action has been fundamentally frivolous. That would be far from surprising: in President Clinton, the west has a leader almost uniquely ill-qualified, by temperament and personal history, to confront such a crisis. Nothing could be more tempting for a politician both horrified by the prospect of casualties and imbued with vague humanitarian aspirations, than to hope that technology would give him, if not a victory without tears, a gesture without regrets. If so, he is wrong. What has happened is defeat. If not reversed, it becomes a disaster.

It is harsh to throw all the blame on the US president. After all, Kosovo is, for Americans, truly a far-off place of which they know little. The countries directly concerned are European, with Germany and Italy the most vulnerable of the big member states of the European Union. But everyone knows that the

Europeans lack not just the means to intervene effectively, but the will to do so. It is as true today as half a century ago that the security of Europe remains in the hands of the US. The question now being raised is for how much longer this will remain the case. It is impossible to believe that a failure by Nato to impose its will on this small recalcitrant state can leave this alliance - or western credibility - undamaged.

"The Yugoslav crisis began in Kosovo, and it will end in Kosovo." This is a popular saying in the region. If anything, it seems optimistic. But even if it proved true, what would be the impact of a Milosevic victory on the attempt to create a living transatlantic security partnership in the post-cold war world?

It is easy to sympathise with those who argue the west should never have involved itself in the death throes of former Yugoslavia. It may well be true that its interference over the last decade has made that unravelling even more horrible than it might otherwise have been. But it is far too late - and was always unrealistic - to take that position. The west is deeply involved. It has now reached the eye of the storm. It must put a firm limit on the activities of the man, who has, more than any other, exploited the dissolution for his own nefarious ends.

Nato must now win. It may have to accept partition of Kosovo, but it must be one in favour of the ethnic Albanians. I presume this means a ground invasion. I presume, too, that it means a western military presence in the region for the indefinite future and creation of an economic framework, through the EU, that promotes, in time, the emergence of a web of fruitful economic relations.

Yet the starting point must, as Mr Blair says, be victory over Milosevic. Nato did not have to begin this war. It chose to do so. Now, it has to finish it, on its terms. To enter the war may have been a mistake; to lose it would be a disaster. Nato has the means. Now it must will them.

Mr Blair's speech, "Greece to take tough line on inflation", you tell us (April 1), and is "ready to take additional measures including even indirect tax cuts". I am puzzled.

This says that a reduction in, say, value added tax will reduce inflation. But I can recall, having been in the

## LETTERS TO THE EDITOR

### Smoothing China's path into WTO

From Mr Barber Conable.

Sir, With Zhu Rongji, the Chinese premier, arriving in the US tomorrow, time is of the essence to stress the need for an international commitment to reaching an agreement on accepting China into the World Trade Organisation. A re-write of WTO rules is scheduled for later this year, which could complicate China's application.

The US, Europe and others stand to gain a great deal from an agreement. China should be subject to the same trade rules affecting other nations. Given the size and rate of growth of its markets, China's accession means more jobs interna-

tionally, along with bigger profits for any business that wants to sell to China. The World Bank has vigorously promoted trade liberalisation, and has cited collaboration with the WTO over China's accession as a means of strengthening the global economy.

China has already shown how the prospect of WTO membership can result in trade policies beneficial to the west. And WTO regulation of trade interaction with China could create a more stable Asia, favourable to the advancement of western political, diplomatic and security interests. The international community should press China to open its mar-

kets, but not get stuck on details that could prevent an agreement that is good in most respects.

Both Chinese concessions and flexibility by existing WTO members will be required to reach a deal. All concerned should work to conclude an agreement, and then move forward with establishing normal trade relations (formerly known as MFN, or most-favoured-nation status) for China.

Barber Conable, president, World Bank 1806-07, 10632 Alexander Road, Alexandria, NY 14005, US

### CBI has commissioned its own poll on euro

From Mr J. Adair Turner.

Sir, Your report (March 31) that, according to a survey by Business for Sterling, the lobby group, only 41 per cent of British businesses favour joining the euro, in contrast to previous polls conducted by MORI.

Business for Sterling also claimed that 54 per cent of members of the Confederation of British Industry opposed the euro.

This is not true, and Business for Sterling's poll did not show this. Of the 1,018 companies polled, only 116 were CBI members. Of these, 62 (53 per cent) said they would vote for the euro in a

hypothetical poll held today. Seventy (60 per cent) said their preferred strategy was to join immediately or to prepare and probably to join.

Business for Sterling managed to turn this result into a majority opposing by applying weighting that was extremely unrepresentative of CBI membership, the impact of which has been seriously misleading. The six members of the smallest band (0.4 employees) were each given a weighting 139 times larger than each of the companies with more than 250 employees. As a result, just six members cast more than half of all the votes.

Business for Sterling chose to count in Business for Sterling's new version of statistical truth, just six companies could therefore determine the CBI poll.

The CBI, meanwhile has commissioned MORI to poll both its direct members and a representative sample of companies affiliated to trade associations in CBI membership. We will publish the results in July.

J. Adair Turner, director-general, Confederation of British Industry, 103 New Oxford Street, London WC1A 1DU, UK

### Puzzled by contradictory lines on inflation

From Mr Keith Wedmore.

Sir, "Greece to take tough line on inflation", you tell us (April 1), and is "ready to take additional measures including even indirect tax cuts". I am puzzled.

This says that a reduction in, say, value added tax will reduce inflation. But I can recall, having been in the

Inland Revenue some 40 years back, that when British governments then raised purchase tax they usually saw a double advantage: two anti-inflationary measures in one. The extra tax would reduce their own temptation to print money, and the populace would buy fewer goods (they would have to spend

more to get the same car), and the reduction in buying from a reduced purchasing power, would be an effective brake on inflation.

Which is it?

Keith Wedmore, 5 Cornelia Avenue, Mill Valley, CA 94041-1840, US

Number One Southwark Bridge, London SE1 9HL

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## PERSONAL VIEW JAMES A. BAKER III

### China: engage not contain

The bilateral relationship with China is the most important the US now has. It is too important to be made into a domestic political football

The visit to the US of China's prime minister, Zhu Rongji, comes at an extraordinarily difficult time in US-China relations. The United States has no bilateral relationship today more important than its relationship with China. It is incumbent upon us, therefore, to "get it right". And it is hard to be sanguine that we will, given the foreign policy record of the current administration, given the fact of divided government in the United States with a Congress controlled by Republicans and a Democratic president, and given the fact that 2000, a presidential election year, is fast approaching.

Sight months ago, I suggested that the White House should stop whining about Congress's opposition to its China policy and engage the leadership there in negotiating and formulating a bipartisan accord on our approach to this most important relationship. The impeachment of President Clinton made this impossible to accomplish, although I do not believe any effort was ever made by the administration even to begin discussions. Now there is a real risk that the US's China policy will become a domestic political football, which would be truly regrettable. I believe there is a majority in the centre, both in Congress and in the country, who would agree upon a China policy consisting of the following fundamentals:

● Our policy toward China should be as complex and nuanced as our interests there - not a policy based on a single issue such as human rights, commercial advantage for US firms, anti-proliferation concerns, Taiwan or something else.

● Our policy should be one of commitment to engagement with China rather than isolation or containment of China.

● Our policy should recognize that engagement can include symbolic gestures such as summits, but it must encourage China to move in a direction that promotes US goals and interests.

● Our policy of engagement must require that we



Zhu Rongji 'thunders' over the anti-Chinese mood in the US

Reuters

be firm, consistent and principled in those areas where we have significant concerns: trade, human rights, proliferation of weapons of mass destruction, Taiwan and stability in Asia, and Chinese spying upon our nuclear weapons programs.

On trade, in working out the terms of China's membership in the World Trade Organisation, we must insist on baseline obligations for transparency, protections for investors, market access, (particularly in agriculture, insurance and chemicals) intellectual property protection, dispute resolution and limitations on prison labor exports. We should not agree to China's demand that it must, under any circumstances, join the WTO before Taiwan.

On human rights, the American people are rightfully outraged by China's treatment of political prisoners. Improvements in human rights will improve dramatically only if there is systematic economic and political reform.

Increased cultural, legislative, and high-level diplomatic exchanges, along with greater economic interaction, will work better than expanding economic and political sanctions. But engagement should not be used to excuse lack of progress in human rights practices.

On proliferation, we should encourage China to adhere strictly to the Missile Technology Control Regime, to abandon what in the past were irresponsible military sales to rogue states, and to co-operate with us to confront nuclear threats on the Indian sub-continent and the Korean peninsula.

On Taiwan and stability in Asia, we should make clear that we will support any peaceful resolution of differences between the PRC and the people of Taiwan. We should leave no doubt we will continue to help our friends in Taipei to have an adequate defence, and will consider unspecified actions in the event of an attack by China on Taiwan - all demanded in the Taiwan Relations Act.

And we should continue to maintain our credible military presence in the Pacific, which has been a force for stability in the region since the end of the second world war.

On spying, we should not be shocked that China spies on us. Even some of our friends do. And of course, we spy back. However, we should be shocked when we learn that not only has China's spying been successful, but that it was not acted

upon for an undue period of time in order not to conflict with our policy of engagement. That is a terribly erroneous and destructive understanding of what engagement should be.

We should also understand that the best way to find an enemy is to look for one. And that is what we are doing when we talk about containing rather than engaging China. Many in Congress and various interest groups, particularly on the left of the Democratic party and the right of the Republican party are doing precisely this.

These are two other issues creating problems for the administration in its policy of engagement. These arise from possible Chinese efforts to interfere in or influence the 1996 elections and from possible unauthorized transfers of technology related to the launch of US satellites. Both of these disturbing matters are under investigation. The Executive Branch must guard against any repeat of events such as those triggering such investigations if there is to be any chance of an improvement in US-China relations.

Engagement doesn't just mean doing business with China. It means being in a position to influence Chinese behaviour in ways that promote our interests. More than anything else, we need the administration to look at the medium-to-long term in its approach to China. For example, while it would be nice to be able to announce China's accession to the WTO during Zhu Rongji's visit, if we do not get a firm, solid, and enforceable commitment to the necessary economic liberalisation by China, we would simply be doing what this administration does best - trading short-term political gain for long-term policy trouble.

The policy I suggest is in the national interest of the US. The policy I suggest is supported by a majority of the American people. More importantly, it is the right policy prescription for this all-important relationship.

The author was the 61st Secretary of State

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## FINANCIAL TIMES

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Wednesday April 7 1999

## Giving refuge to refugees

The plight of Kosovo refugees from Macedonia has got off to a sorry start. Some refugees had to be strong-armed by local police on to aircraft bound for far-off destinations such as Turkey and Norway, after they protested at being separated from their families. This miserable spectacle made the operation look more like another Serb-style deportation than the mercy mission that Nato countries intended it to be. It also heightened the impression of Western unpreparedness for the Kosovo refugee crisis, and opened a raging debate over whether refugees should be kept within the region or evacuated further afield until Nato eventually creates the conditions for their safe return to Kosovo. This is a false debate. So numerous are the refugees – according to the United Nations' conservative estimate nearly 400,000 people have fled Kosovo in the past two weeks – that all means have to be used to care for them.

What prompted the airlift was Macedonia's refusal to let in any more refugees unless an equivalent number were airlifted out of the country. It was understandable that Macedonia's Slav-dominated government should be concerned about the Kosovo Albanian influx tipping the demographic balance against it, but unreasonable for it to demand a mass airlift as its price for admitting the 65,000 refugees still piled up on its

border. Thankfully, Skopje has now relented a bit. Governments in the rich west should take some of the direct refugee burden off poor Macedonia and, for that matter, Albania. The latter has, implausibly, said it will take in any Macedonian overspill when it cannot yet cope with the 230,000 refugees it already has. The presence of more Kosovar refugees in Europe and the US will ensure their plight is not forgotten. But evacuation must be voluntary. The vast majority of refugees will want to stay in the region where family reunification is easier, provided they can get adequate food and shelter there. Supplying this must now be the main task of the West and Nato.

At the same time, the experience of the Palestinians and other refugee diaspora must not be repeated by letting tent cities along Kosovo's borders become permanent. All the more so, because the exodus is largely the result of ethnic cleansing. The refugees must be allowed to return to their homes with their safety guaranteed by a military force, as Nato insists. The alliance was thus right to ignore Belgrade's announcement yesterday of an Easter ceasefire. It is now not good enough for President Milosevic just to pause after two weeks of ethnic cleansing; he must reverse that brutal process by letting Nato troops into Kosovo to accompany the refugees home and guard them there.

## Media dance

The deal between News Corporation and Liberty Media is just the latest twist in the elaborate game of media ownership. This one brings together John Malone, who built up Telecommunications (TCL) and Liberty Media, and Rupert Murdoch. They have twined together before, and tried alternative partners; doubtless there are more same pairings to come.

But the deal illustrates two striking industry themes. One is how important sports are to Mr Murdoch's view of the world.

From the outset, he has used them as a fierce competitive weapon. Male appetites for sports programming has helped Mr Murdoch build big audiences for his networks – on satellite in Europe, over the air in the US – in defiance of entrenched "establishment" opposition.

In recent years, he has increasingly moved towards acquiring sports teams themselves, as in the bid by BSkyB for Manchester United, currently awaiting competition clearance in the UK. In the deal with Liberty Media, News Corporation acquires full ownership of Fox/Liberty Networks, which provides regional sports programming.

Sports may not be a majority interest, since they have only limited appeal to women. But they passionately absorb the attention of an important minority. The search for such passion-

ate minorities is the essential task for media insurgents, as they seek to overturn patterns of viewership established by the more tepid majority. The discovery of how sports can serve this role will be Mr Murdoch's legacy, when eventually he hands over stewardship of his companies.

That time is brought no closer by this latest transaction. But by binding Mr Malone and Mr Murdoch into a fresh relationship, it underlines the way in which media's entrepreneurial era is drawing to a close. The deal unites two of the men who have helped create that era, and who are now gradually leaving the stage to others.

Indeed, in one sense the entrepreneurial era is already over. Much of Mr Malone's empire, Liberty Media, is just a tracking stock for American Telephone and Telegraph, into which TCL and Liberty merged last month.

Mr Murdoch remains more decisively in charge. He still continues – as the Manchester United bid and the unsuccessful talks with Canal Plus suggest – to add to News Corporation's activities. But these transactions, like the Liberty Media deal, feel more like the work of corporate strategists than entrepreneurs.

For Mr Murdoch and Mr Malone, the media dance continues. But the most breathtaking choreography seems now to lie in the past.

## Devolution

Recent British general elections have centred on bitter battles over tax. The campaign for *Rinburn's parliament*, now officially under way, appears no different. However, decentralised government in the UK will lead to an argument about money which will be more acrimonious and long-lasting than a squabble over a penny or two on income tax.

Following the budget announcement that from next year the government will cut income tax, the Scottish Nationalist party pledged that it would reverse the cut in Scotland and spend the money on education.

The SNP thinks this is a vote-winner because Scottish voters will happily pay higher taxes for better public services. Labour thinks that the SNP has shot itself in the foot by revealing its anti-enterprise colours. Scottish business leaders have shrieked at the proposal. The Scottish CBI, which wants a level UK playing field, warns that the SNP's signal could turn away investors.

This is good political knock-about. More significant is the issue which Labour hopes to avoid, and the SNP pretends does not exist: public spending per head by the UK government is more than 20 per cent higher in Scotland than in England.

Gordon Brown, the UK chancellor, has rightly pledged that the Treasury will ensure that the

Scottish parliament sticks to agreed spending limits, notwithstanding its tax-raising powers.

However, he hopes to keep quiet about the Tartan subsidy. Perhaps this is understandable during an election. But when Scotland's parliament is up and running, with limited powers to vary taxes and spending if it so chooses, this will no longer be an option.

Higher spending in Scotland is the result of a funding mechanism based on a public need test carried out in the 1970s. This was later modified by the Treasury under the Barnett formula. But with Scottish income per head now roughly the same as in England, this large subsidy can no longer be justified.

Moreover, the Barnett formula, which also includes Wales and Northern Ireland, makes no provision for redistribution of this sort to English regions. In a unitary state, this anomaly was well enough concealed. Devolution, by bringing it into the open, makes it unsustainable.

Greater transparency over spending is a good thing. However, regional allocation threatens to become a running sore in British politics. The government should appoint an independent commission to revisit – and regularly update – the Barnett formula for the whole of the UK. A problem which is ignored will not go away.

## COMMENT &amp; ANALYSIS

## Still waiting for the dawn

Japan's businessmen are feeling slightly less pessimistic. Unfortunately, says Paul Abrahams, this is not a good reason to turn bullish about the world's second largest economy

Is Japan finally recovering? The reaction to this week's survey of Japanese business confidence suggested it might be. There had been fears that the quarterly Tankan survey – the most important gauge of Japan's corporate sentiment – would show a further deterioration. Instead, it showed that optimism among Japanese executives actually improved for the first time in nearly two years.

The survey was seized upon by politicians as evidence that the economy, mired in its longest recession on record, might be bottoming out after five quarters of decline. Kiyohiko Miyazawa, the country's venerable finance minister, triumphantly announced: "The economy has gone through its worst phase."

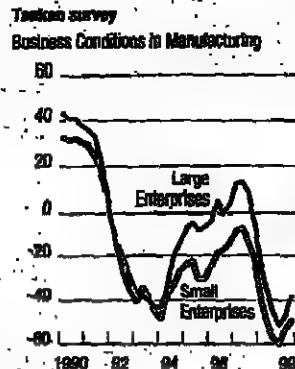
But such optimism may be misplaced. After all, the survey showed that for every 100 companies that think business conditions will get better, there are still 147 that think the matter will get worse (compared with 149 before). The danger is that this blip represents not the start of a "V"-shaped recovery, but a pause before the economy slips into a double-dip recession – more of a "Z" than a "V". Since July 1997, the economy has contracted by 3.8 per cent. Most private forecasters have just downgraded their predictions and few are predicting even a single quarter of growth over the next year.

For the moment, though, such pessimism is not the view of politicians who, as spring arrives in Tokyo, have been quick to point out any green shoots. Their optimism is not delusional. A ¥24,000bn public spending package has had an undoubted effect. The recapitalisation of the banks has, for the moment, contained the banking crisis. And restructuring efforts by the corporate sector have helped spark a 15 per cent jump in the benchmark Nikkei 225 index over the past three months. Foreigners are even giving Japan a vote of confidence by buying Japanese assets – Renault's acquisition of a controlling stake in Nissan is only the most high profile of acquisitions by overseas investors.

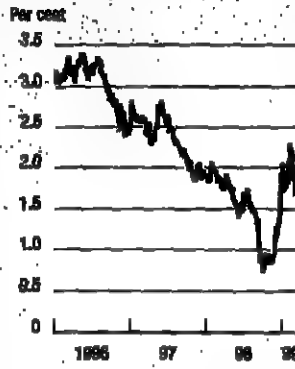
But the "bottoming-out" of the economy, as Japanese politicians call it, should not be exaggerated. Positive economic data for January have been succeeded by grim figures for February. Industrial production fell, inventories rose, capital investment slumped, retail sales continued to decline and consumers' propensity to spend their shrinking incomes dropped to an all-time low. The Bank of Japan this week concluded it was too early to say the

## Bottoming out?

Business optimism has picked up...



boosted by lower interest rates.



economy was recovering.

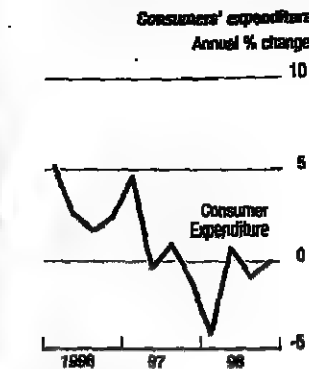
The problem for the Japanese authorities is that three of the four potential biggest components of growth – non-housing investment, consumption and net exports – are contracting. These components represent more than 70 per cent of the economy.

Capital spending and consumer consumption are unlikely to recover any time soon because of the wave of restructuring – *risutora* – among Japanese companies. This is undoubtedly necessary, since most groups remain chronically overstaffed and have been allocating capital to non-economic projects on a massive scale. Even now, in the depths of recession, about 14 per cent of the country's gross domestic product is being invested in new plant and equipment. That compares with about 9 per cent in the US now, at what may be the peak of the cycle.

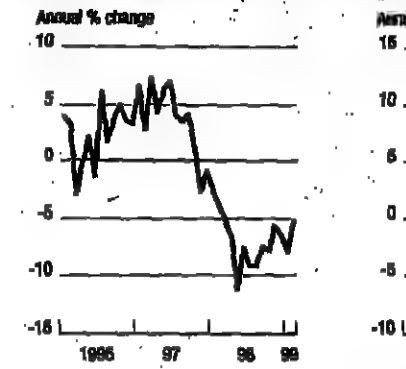
But while restructuring may be good for the individual companies, the equity market and, in the long term, the economy, the short-term effects could be damaging. For example, this week's survey showed Japanese companies planning to cut capital spending by 13 per cent. That should



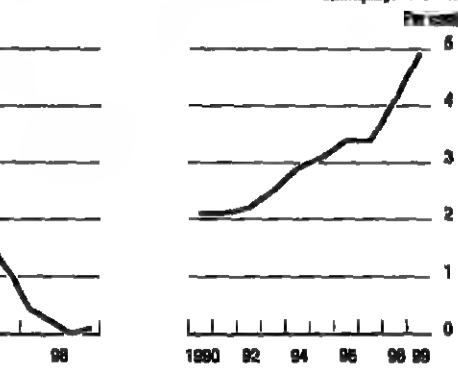
and consumption is recovering...



But output and investment remain weak...



helping to push unemployment to a post war high



help them make better use of their capital but it will hurt capital producers. Similarly, companies say they are planning to lay off workers. That will help them become more labour-efficient. But Tetsuo Sakaiya, minister at the Economic Planning Ministry, warned the unemployment rate could jump from 4.6 per cent to 6.2 per cent – over 4m.

High unemployment, combined with falling overtime and bonuses, have already had a devastating effect on incomes and Japanese consumers' desire to spend. In February, household spending fell 3.4 per cent year on year, while the spending itself fell from 70.9 per cent to 67.8 per cent of income, the lowest level since records began in 1970.

With private capital spending and consumer consumption slumping, the onus has fallen on the public sector to prevent the economy falling into a cycle of decline. The government has frontloaded 80 per cent of its public spending this year into the first six months, and there are already rumours of a supplementary budget for September.

But there are limits to how much debt the government can issue without long-term interest

rates rising. Already, the yield on the benchmark 10-year bond has more than doubled in the past six months to 1.64 per cent. The danger is interest rates could rise at a time when the government is trying to ease monetary policy.

If the economy does continue to slide and the combination of virtually zero short-term interest rates and fiscal stimulus remains inadequate to generate growth, Mr Keizo Obuchi, the prime minister, and his ruling Liberal Democratic Party, will be faced with some unappealing options.

With an election to the lower house required before autumn 2000, Mr Obuchi's is likely to spend as much money as possible in key constituencies. But such spending spree often have little effect, because local governments are reluctant to spend, or be distorting, because they are skewed to construction projects. Such policies are about containing the damage, not solving the economy's problems. This fiscal stimulus is just too late, not just in time.

There is a growing body of opinion that for Japan to snap out of its recession requires a short, sharp shock, similar to the one that appears to have galvan-

ised South Korea's economy. Reform-minded bureaucrats argue that the government should stop supporting the equity and property markets, allowing them to fall to a level where they can drop no further. This would create liquidity in the market and provide a base from which investors could buy with confidence. It would also force Japanese companies to restructure more quickly and deeply.

However, the political will to implement such changes is non-existent. There is little support for such ideas within the ruling party because of the political damage from the likely sharp rise in unemployment. Nor is pressure likely to come from abroad. Top US officials appear hostile to a policy of creative destruction, calling it "The Purge". Their view is that the global economy is not robust enough to cope with a prolonged recession in the world's second largest economy.

The prospect of Japan muddling through may be the best option for the rest of the world, but it may not be what Japan's economy needs to bounce back. The sad conclusion is Japan may drift further downwards before it begins to improve.

## The Bank of Japan snaps its magic wand

The deputy governor tells Gillian Tett that he has no monetary conjuring trick to make recession disappear

With conventional spending remedies exhausted, some politicians and investors have been hoping the Bank of Japan will wave a magic wand and conjure up a happy ending by issuing vast amounts of yen.

Yesterday, however, Tetsuo Yamaguchi, the influential deputy governor, scotched hopes that the Bank would do anything like this. In a rare interview, he finally admitted what few bureaucrats have stated before:

that even the Bank has little faith it can save Japan from deflation by itself.

"I believe that we have reasonably exhausted all the policy measures," Mr Yamaguchi declared, pointing out that the Bank had already reduced interest rates to almost zero. "I think there is a limit to what (more) monetary policy could do."

Such a stance is not shared by all of his eight fellow members on the Bank's policy board. Some have recently called for new targets for monetary growth or

inflation in a last-ditch attempt to boost demand. Politicians have also called for the Bank to purchase government bonds.

Mr Yamaguchi denies that an inflation target would help much. "I do not believe that a simple announcement of inflation targets alone will be enough to produce a turnaround in inflationary expectations among the public." And he insists that monetary targets are an uncertain policy instrument since Japan's beleaguered banks will need to cut their assets to become more

profitable. "I don't think quantitative easing would work because there is little room for manoeuvre in interest rates and there is a malfunctioning of the banks' intermediary role."

Critics say this is complacent. Optimists retort that it shows a welcome mood of realism. In recent weeks some bureaucrats appear to have finally accepted that Japan cannot stave off restructuring with magic wands. Instead, they mutter, it would be better to have a hard landing, and use the shock to push

through real structural change.

Thus far, the diplomatic Mr Yamaguchi is not calling for a hard landing himself; he simply notes that what is needed is a rethink of "the entire environment around consumers". But with an election looming, the policy battle between bureaucrats and politicians could intensify. And that could weaken the bureaucrats. Though admitting there is no magic wand might make sound economic sense, it does not look a popular message to give the electorate.

## OBSERVER

## Custer sets up his stand

The words "silly" and "retiring" have rarely been used to describe John Charles Custer Malone, the cable king whose company has just become the second-largest investor in Rupert Murdoch's News Corp.

But the billionaire Liberty Media boss has been called almost every other name in the book. Vice President Al Gore once compared him to a certain inter-galactic baddie for allegedly increasing cable rates – but Malone wasn't stirred. "It's fun being Darth Vader," he explained.

Only five years ago, the one-time McKinsey consultant looked set for obscurity as a brave but failed cable pioneer; then along came last year's deal to weld together his TCI cable business with AT&T. "It's fun being Darth Vader," he explained.

According to one recent book by veteran reporter LJ Davis, when the ski resort of Vail, Colorado, demanded better things to watch and no price rise, Malone cut off all programming for a weekend, helpfully screening the phone number of the city's mayor in case viewers wished to complain.

And his rumbustious style proved so successful that by the end of the 1980s even some of his secretaries were stock millionaires.

But now he's astounded his audience by taking only

non-voting stock in the media empire of his old sparring partner Murdoch. So is Malone about to morph into an unassuming, passive investor, leaving his days as a Jedi warrior far behind him? Don't bet your life on it.

## Liar, liar

If you want to charm Canada's finance boss, you'd be well advised not to breathe a word about bank mergers. The whole subject has caused Liberal Paul Martin countless headaches.

His latest migraine comes from a hotly debated passage in a recently published book in which he's quoted as calling the country's leading bankers "liars" over their assurances about merger plans.

But Martin insists he was misquoted by the author of *The Banks*, a veteran Toronto Star reporter. He says he merely called the bankers "liars".

Martin was angered last year when two of the country's biggest banks made a surprise announcement that they planned to merge – even though they'd previously agreed to bide their time. Plans for another bank get-together, unveiled shortly after, added to his woes and in the end he blocked the deals.

The controversial quote has raised questions about whether Martin let his anger over the banks' tactics influence his decision to nix the mergers. He's fired off letters to the chairmen of

Canada's five largest banks, denying he ever used the L-word.

The reporter stands by his account of the conversation and says he's got a high-quality tape to prove it. In return, Martin's office has hired an audio production company to review the finance ministry's own cassette of the conversation. But results have been inconclusive. Anyone got an aspirin? The finance minister's headache doesn't look like it's getting any better.

## Coining it

No one ever thought justice came cheap. But it's proved pretty high-priced in a proposed class action settlement between the family of Ferdinand Marcos, the late, not terribly lamented, dictator of the Philippines, and some of his victims.

Marcos's nearest and dearest recently agreed to pay \$150m to a group of nearly 10,000 victims of claimed human rights abuses that included torture, extrajudicial killings and illegal detentions. Under the deal, which has yet to be approved by the courts, a legal team led by US lawyer Robert Swift will receive some \$34.5m for their 13-year effort to pursue the Marcoses.

While the fees will be split on as yet undisclosed basis between a team thought to be about 30-strong, there's not much doubt that the advocates

will receive rather more than the \$12,000 expected to be doled out to each of Marcos's victims. Which sounds all very just – even if there's rather more justice for some than for others.

## Happy hoarding

It's time to stash the beans in the basement. The prophets of doom are worrying themselves and others sick about the millennium bug – and that, for some, means a beautiful business opportunity.

Two months ago Robert Thompson, a former street kid and clearly a man with an eye for the main chance, set up Grainstore.com, a company that wants to make a pile out of stockpiling.

His brainchild has already shipped 25 trailer loads of wheat, rice, oats, corn and beans – and Thompson, who built the Valencia Independent film studio in Hollywood, supplies appropriately basic recipe books as well.

So far, the customer list includes Mormon churches, survival stores and an ear-doctor in Florida.

What's more, sheltering the family from all those aeroplanes plunging from the skies needn't break the bank. For \$495, Grainstore.com promises enough grain to feed four people for six months. Presumably the pet parakeet won't go hungry either.

## Financial Times

## 100 years ago

**Yankee Whisky War**  
In France, the consumption of wine last year dropped by 300 million gallons, but still stands at almost 22 gallons per head. The consumption in Germany has decreased by 49,500 gallons, or from 2.29 to 1.34 gallons per head. The United States has just doubled its consumption, the total amount accounted for being slightly over 32 million gallons, the amount drunk per head – 44 – being double that of 1896. France keeps up her reputation for drinking large quantities of wine, the amount drunk there being three times the amount drunk in Britain, the States and Germany put together.

## 50 years ago

**North Atlantic Pact**  
Washington, April 6. Following the signing of the North Atlantic Pact and its anticipated ratification by the United States Senate, the Administration is expected to propose to Congress a proposal to provide around \$1,500m. for military Lease-Lend aid to pact signatories and others. In practically all discussions it has been assumed that this would represent an additional military appropriation here.











## COMPANIES &amp; FINANCE: THE AMERICAS

## COMPUTING US GROUP AIMS TO BECOME MORE AGILE

## HP to give units autonomy

By Louise Kohlen

Hewlett-Packard has divided its computer and printer operations into four independent business units in the latest phase of a broad restructuring aimed at making the second largest US computer company more agile.

"The internet and competitive pressures have changed our lives, and we simply must move faster and more decisively if we are to meet customers' needs and maximise shareholder value," said Lew Platt, chairman and chief executive.

The four business units - enterprise computing, computer products, inkjet printers and laser printers - will each have their own presi-

dent and chief executive. The units will operate with a high degree of independence, with responsibility for their own manufacturing, distribution, business partners and staffing, the company said.

"We've coupled greater autonomy and greater accountability," Mr Platt said.

Management pay would be based directly on financial performance, he added, announcing the promotion of four senior executives to head the newly independent business units.

Ann Livermore, previously general manager of HP's corporate computing systems business, will become president and chief executive of the Enterprise Computing Solutions

business. Duane Zitzner, who led HP's resurgence in the personal computer market, will head the new Computer Products group. Antonio Perez and Carolyn Ticknor, both HP veterans, will head the inkjet printing and laser printing businesses.

The executives would have full authority to "adapt their business models to their own competitive landscapes", said Mr Platt. They are expected to appoint senior staff over the next few weeks.

Hinting at significant changes, Mr Platt said the executives may choose not to rely upon corporate services in future. For example, he said, some businesses might build their own acquisition and alliance teams or

customer-support organisations.

The formation of independent business units follows HP's announcement last month that it plans to spin off its measurement and test equipment, medical and chemical analysis systems and electronic components operations into a separate company.

At that time HP also said it was starting a search for a new chief executive for the remaining core business, to replace Mr Platt who plans to retire in about a year.

Yesterday HP said it expected the yet to be named spin-off company to become an independent entity by mid-2000.

HP's shares were down 1 1/2% in early New York trading yesterday at \$69 3/4.



Lew Platt: "We must move faster and more decisively"

## BANKING CONSORTIUM RESTRUCTURES

## Three banks take control at Integrion

By John Authers in New York

Integrion, the 18-bank US consortium set up in 1996 to build a platform for electronic banking, yesterday unveiled a radical restructuring which will see three banks take over the prime responsibility for decision-making.

The three banks - BankAmerica, Bank One and Washington Mutual, which all completed big acquisitions last year - will take the three seats on the board. Each previously held a 5 per cent stake in the company, and this has now been increased, although the banks did not give the precise stakes they would now hold.

Two banks - KeyCorp and Royal Bank of Canada - are leaving the consortium, while the other founding members, which include International Business Machines and the Visa USA bank card association, have reduced the stakes they hold in the company. IBM continues to provide technology for the venture, although the member banks have the freedom to use other suppliers.

All the remaining owners are investing extra capital, which will go towards continued investment in offering extra banking services. The move follows debate between the owners over the future of the organisation. It is seen as a way to make decision making easier, and to resolve any potential conflicts between owners.

Integrion now has more than 750,000 direct banking customers, but some in the industry are backing rival solutions. Citigroup, which remains a member of the consortium, late last year announced that it was also joining a rival project with Microsoft, called Transpoint.

When Integrion was started, in September 1996, it was seen as a vehicle to allow banks to fight off a perceived challenge to their hold over the payments system from software companies, led by Microsoft. Industry leaders were stung by a comment from Bill Gates, Microsoft chairman and chief executive, likening banks to "dinosaurs".

At the time, Hugh McColl, BankAmerica's chief executive, said that if Microsoft gained control of the banking infrastructure "that makes commodities of all banks".

William Fennimore, Integrion's chief executive, said yesterday the new structure had been designed "specifically to be flexible and responsive to the needs of our customer banks".

He added that electronic bill presentation - the ability to present customers with bills online, so that they can be paid with one mouse click - remained the "primary focus" of the company.

Electronic banking has developed much more slowly than other "e-commerce" activities, such as retailing and stock-broking, and bill presentation is seen by many in the industry as the "killer application" which would persuade customers to use electronic banking services.

However, it is technically a much harder service to provide than broking or direct sales, as several separate transactions need to be made simultaneously to pay a bill by cheque.

Paul Loftis, IBM's general manager for e-banking, said the aim was to provide a service which would allow a bank's customers to use all the financial services applications they needed, having logged on only once. He said this would be the "distinguishing feature" of the Integrion project.

## Nextel advances on bid hopes

By Andrew Edgecliffe-Johnson

Shares in Nextel Communications, the US wireless telecommunications group, rose again yesterday on renewed speculation of a possible takeover by MCI WorldCom. Bernie Ebbers' US long-distance telecommunications group.

By midday, Nextel's shares had risen \$ 1/4 to \$40 1/4, valuing the company at \$11.5bn. In the past month, its shares have risen from \$38 1/2. MCI WorldCom's shares fell 3 1/2% to \$40 1/4, however, as some analysts voiced concerns that Nextel would make a less than perfect target.

Neither company would comment, but discussions between the two are believed

to be in their early stages, with a significant chance of failure.

Nextel has hired Lazard Freres and Morgan Stanley to advise it, while MCI WorldCom is advised by Salomon Smith Barney. All three banks declined to comment.

MCI WorldCom, which is chaired by Bert Roberts, made an unsuccessful approach in January for Air-Touch, the US cellular telephone company that was subsequently bought by Vodafone of the UK.

Shares in Nextel jumped by more than 40 per cent during the bidding for Air-Touch, as analysts focused on the security of independent wireless companies and

the rapid pace of consolidation in the industry.

MCI, which was bought by WorldCom last year, first showed an interest in Nextel in 1994, but it abandoned its plan to invest \$1.5bn in the company, citing technology concerns.

An acquisition of Nextel would be impossible without the approval of Craig McCaw, the cellular pioneer, and Motorola, which developed Nextel's technology. Each owns about 20 per cent of Nextel's stock.

Analysts cautioned yesterday that, at the current share price, Nextel would dilute MCI WorldCom's earnings by 30-35 per cent next year.

They added that, until

recently, Mr Roberts has been explicitly cautious about investments in wireless properties, saying that they would lose value because of additional competition.

Merrill Lynch analysts said, however: "We believe MCI WorldCom will eventually need a wireless product in the US."

They identified three possible ways the company could achieve this: buying Nextel; acquiring Sprint PCS, the digital mobile arm of the third largest long-distance telecommunications provider; or investing in NMDIS, the third generation of digital licences.

See Page 18

## ICO issue is set at only \$5

By Christopher Price

The parlous state of the fledgling hand-held satellite mobile telecommunications market was underlined yesterday when ICO Global Communications launched a \$1bn rights issue at a deep discount to its Nasdaq share price.

The UK-based group will issue rights at \$5, a 43 per cent discount to the \$9 price prior to the announcement.

News of the move sent the shares down 18 per cent in early New York trading to \$7 1/2. The shares were priced at \$12 when ICO went public nine months ago.

Melvin Polster, ICO acting finance director, blamed "the tridium factor" for the share price decline, which had also hit the price of Globalstar, the third operator.

Tridium, which launched the first use-anywhere satellite mobile phone service last November, was forced to reschedule part of its debts recently after disappointing

sales and revenues. It also lost its finance director and has been forced to restructure its organisation to address marketing difficulties with its service partners.

If successful, the ICO move will take to \$4bn the amount the company has raised from debt and strategic and retail investors. ICO said this would meet its cash needs until the first quarter of 2001. The total cost of the system is \$4.7bn.

Despite the share price decline, Mr Polster said a rights issue remained the most efficient method of raising funds. It would also make the ICO stock more liquid - 95 per cent of the shares are held by original strategic investors.

It is expected that Hughes Electronic Corporation, the US aerospace group, will take up to \$100m of the rights issue. Hughes is providing satellites, control equipment, launch services and network systems for ICO. The minimum take-up requirement for the issue to proceed is \$500m.

## Xerox names new chief executive

By Paul Taylor

Rick Thoman is taking over from Paul Allaire as chief executive of Xerox, the US-based technology group. Mr Allaire, aged 60, who is credited with the successful restructuring of the old Xerox business, will remain chairman for about another year.

Mr Thoman, who is 54, is a former senior executive at International Business Machines. He joined Xerox as president and chief operating officer and his appointment to the chief executive's job almost two years ago.

He said he intended to "drive ahead as fast as we can" with what he described as "the four dimensions of change" at Xerox - the switch from analog to digital technologies, the continued adoption of colour technologies, the interconnection of digital products and the delivery of customer-based services based upon these technologies.

Ten years from now, he said, he expected Xerox to derive half its revenues from

out-sourcing and other services and half from hardware products.

Mr Thoman joined Xerox in June 1997 from IBM where he was senior vice-president and general manager of IBM's personal systems group, and later IBM's chief financial officer.

Before joining IBM in 1994, he was president and chief executive of Nabisco International, beginning in 1992. Before that, he was president and CEO of American Express International and co-chief executive of American Express Travel Related Services Company. He joined American Express in 1979 after being a senior associate with McKinsey and Company.

Meanwhile, two executive vice presidents, William Buehler and Barry Romeril, were elected to the board, and named to the newly created position of vice-chairman of the board. Mr Buehler is also president of Industry Solutions Operations for Xerox and Mr Romeril is also the company's chief financial officer.

## Mobil delays joint venture

By Raymond Collitt in Caracas

A \$1bn petrochemical joint venture between Mobil Chemical of the US and Venezuela's Pequiven, a subsidiary of the state-owned oil company PDVSA, is on hold due to financing difficulties, according to an official at the Venezuelan company.

"The situation of the financial markets is not suitable and the project is being reviewed," said Enrique Torres, head of new developments at Pequiven.

The joint venture is seeking to raise between \$1.4bn and \$1.5bn in debt to finance the construction of a new \$2m olefins complex in eastern Venezuela.

However, "going to the markets now would mean paying twice the spread over Libor [the London inter-bank offered rate] that previous petrochemical projects in

Venezuela have," Mr Torres said.

Bank loans, by comparison, were too costly and had a maximum maturity of 15 years, compared with the 20-plus year maturity on capital markets, he added.

Mr Torres insisted that the project had not been cancelled. "We are tying up loose ends and looking for an opportunity to go to the markets," he said.

Mobil Chemical confirmed that it was "reworking the project schedule, which includes financing". It said the start of the project had been put back from 2002 to 2003.

An international joint venture including Pequiven last year raised \$250m in bonds with a maturity in 2020, as well as a syndicated loan for the remaining \$650m, for a fertiliser complex in north-eastern Venezuela.

## Cummins sees earnings rise

Shares in Cummins Engine

jumped 5 per cent in early New York trading after the world's largest maker of diesel engines above 300 horsepower said it expected first-quarter earnings of about 63 cents a share, which would top Wall Street expectations by 5 cents, agencies report from Chicago.

"Our expected first-quarter earnings will reflect a modest but important step towards improving profitability after a year of peak expenses associated with the introduction of our new products, which are already giving us a comparative advantage around the world," said Jim Henderson, chairman and chief executive.

Analysts had lowered their earnings projections as recently as Monday, according to First Call, a research group that tracks such esti-

mates. The current consensus earnings estimate for Cummins was 58 cents a share, down from an earlier projection of 60 cents, First Call said.

Cummins earned \$7m, or 10 cents a share, on \$1.5bn in sales, for the first quarter of 1998. The earnings include a charge of 78 cents a share. Excluding the charge, the company earned \$7m, or 96 cents a share, for the quarter.

For the second quarter, the company earned \$82m, or 113c, on \$1.64bn in sales. "We expect improved earnings in the second quarter as our revenues increase in line with seasonal upturns in our North America markets, and our cost reduction efforts continue to build momentum," Mr Henderson said yesterday.

By mid-day yesterday Cummins Engine shares were 1 1/2% higher at \$39 1/2.



## N.V. Koninklijke Nederlandsche Petroleum Maatschappij

(Royal Dutch Petroleum Company)

## GENERAL MEETING OF SHAREHOLDERS

on Friday, May 7, 1999, at 10.30 a.m. in the "Nederlands Congres Centrum", Churchplein 10, The Hague, The Netherlands

## AGENDA

1. Annual Report for 1998.
2. Annual Accounts 1998.
- Finalisation of the Balance Sheet as at December 31, 1998, the Profit and Loss Account for the year 1998 and the Notes to the Balance Sheet and the Profit and Loss Account.
- Declaration of the final dividend for the year 1998.
- Discharge of the Managing Directors of responsibility in respect of their management and of the members of the Supervisory Board for their supervision for the year 1998.
- Appointment of a Managing Director.
- Appointment of a member of the Supervisory Board owing to retirement by rotation.
- Designation of the Board of Management, pursuant to Articles 96 and 96a, Book 2 of the Netherlands Civil Code, as the competent body for the issue of shares or the granting of rights thereon as well as for the limitation or exclusion of pre-emptive rights.
- Authorisation of the Board of Management, pursuant to Article 98, Book 2 of the Netherlands Civil Code, as the competent body to acquire shares in the capital of the Company.

Explanatory notes to the agenda and the documents referred to in this agenda are available for inspection at and may be obtained free of charge from the Company (Carel van Bylandtlaan 30, Postbus 162, 2501 AN 's-Gravenhage, The Netherlands, tel. +31-70-377 4540) and the head offices of the institutions stated under A. Copies of the nominations for the appointments referred to in items 3 and 4 of the agenda are available for inspection at and can be obtained free of charge from the Company.

## REGISTRATION

- A. Holders of share certificates to bearer may attend the meeting if their share certificates are deposited against receipt not later than May 3, 1999, at one of the institutions mentioned below, viz.:
- In Austria: Creditanstalt AG; Bank Austria AG; SKWB Schoellerbank AG, all in Vienna.
  - In Belgium: ABN AMRO Bank N.V., Brussels.

- In France: Lazard Freres & Cie., Paris.
- In Germany: Deutsche Bank AG; Dresdner Bank AG, both in Frankfurt/Main; Deutsche Bank Saar AG, Saarbrücken.
- In Luxembourg: Banque Internationale à Luxembourg S.A., Luxembourg.
- In The Netherlands: ABN AMRO Bank N.V.; MeesPierson N.V., both in Amsterdam.
- In Switzerland: Credit Suisse First Boston; UBS AG, both in Zurich; Pictet & Cie., Geneva.

- B. Holders of registered shares of The Hague Registry may attend the meeting if they register to do so with N.V. Algemeen Nederlands Trustkantoor ANT (Postbus 11063, 1001 GB Amsterdam, The Netherlands, tel. +31-20-623 6911) in writing not later than May 3, 1999.

- Holders of registered shares of New York Registry who are of record may attend the meeting if they register to do so with Morgan Guaranty Trust Company of New York (PO Box 8205, Boston, MA 02266-8205, USA, tel. 1-781-575-4328) in writing not later than April 30, 1999.

- C. Usufructuaries and pledgees, what is stated above under A and B regarding registration is correspondingly applicable to usufructuaries and pledgees of bearer shares or registered shares, provided they have voting rights.

## POWERS OF ATTORNEY

Those who wish to have themselves represented at the meeting by a proxy must not only comply with what is stated above under A, B and C respectively, but are also required to deposit a written power of attorney that must be received at the Company (FSK Division, Postbus 162, 2501 AN 's-Gravenhage, The Netherlands) not later than May 4, 1999. For this purpose, forms may be used which are obtainable free of charge at the aforementioned institutions.

The Hague, April 7, 1999  
The Supervisory Board

Copies of the Annual Report 1998 are also available from Shell International Ltd, Public Affairs, St.BPA, Shell Centre, London SE1 7NA.

## SANPAOLO IMI

NOTTE DI BANCA SANPAOLO IMI (NOTTE DI BANCA SANPAOLO IMI) - A company limited by shares - A company registered in the Register of Banks Reporting Bank to Bank of Italy at the SANPAOLO IMI Banking Group registered in the Register of Banking Groups Registered office at Piazza San Carlo 156, Turin. Share capital L. 4.433.000.000.000 wholly paid up. Registered in the Company Register - Bank Office under No. 4382/91 at the Tribunal of Turin. The code and VAT number 0020280009 - Italian Banking Association code number 0252-A. Member of the Interbank Deposit Guarantees Fund.

## NOTICE OF SHAREHOLDERS' MEETING

Shareholders are invited to an Extraordinary and Ordinary Meeting at the offices in Piazza San Carlo in Turin (entrance at Piazza San Carlo 158) at 11 am on 28 April 1999 (first call), 29 April 1999 (second call for the Extraordinary Meeting) and 30 April 1999 (third call for the Extraordinary Meeting and second call for the Ordinary Meeting) to discuss and decide on the following:

## Extraordinary Meeting

1. Amendments to the Articles and By-Laws. Articles 1, 4 and 19 (name of the company), 8 (call of Meetings), 9 (participation in Meetings), 15 (appointment of Vice Chairmen and Managing Directors, constitution of special Committees composed of Directors), 17 (meetings of the Board of Directors by videoconference; release of copies and abstracts of minutes of the Board);
2. Mandate to the Board of Directors pursuant to Articles 2443 and 2420 of the Italian Civil Code and consequent amendment to Article 6 of the Articles and By-Laws;
3. Amendment of the mandate according to Article 2443 of the Italian Civil Code, given by the Shareholders' Meeting on 31 July 1998, concerning the exercise of rights reserved to employees to subscribe for ordinary shares;
4. Increase in the legal reserve to the maximum limit pursuant to Article 2430, paragraph 1, of the Italian Civil Code through transfer from reserves according to Article 7, paragraph 3, of Law 218 of 1990, from additional paid in capital, from the extraordinary reserve and from part of the merger difference.

## Ordinary Meeting

1. Financial statements for the financial year to 31 December 1998, report of the Board of Directors and of the Board of Statutory Auditors, motions concerning the allocation of the merger difference, allocation of the profit for the year consolidated financial statements of the Group at 31 December 1998;
2. Motions concerning the purchase and sale of own shares pursuant to Articles 2357 and 2357 ter of the Italian Civil Code and of Article 132 of Legislative Decree 58 of 24 February 1998;
3. Appointment of the Board of Statutory Auditors for the three years 1999/2000/2001 (pursuant to Article 19 of the Articles and By-Laws);
4. Determination of remuneration of the members of the Board of Statutory Auditors;
5. Resolutions concerning the remuneration of the members of the Board of Directors.

Pursuant to current regulations, a report on the proposals concerning the matters set out in the agenda of the day will be deposited at the registered office of the Company, at its secondary office at Viale dell'Arte 25, Rome and at the managing Stock Exchange, and available to the public; shareholders may obtain a copy of the documents.

Those Shareholders, who present the appropriate certificate confirming their participation in the central securities management system, will have the right to take part in the Meeting.

Turin, 16 March 1999

Chairman of the Board of Directors

Luigi Arcuti

## INFORMATION TO SHAREHOLDERS

Since the election of the Board of Statutory Auditors will be conducted through voting lists, pursuant to Article 19 of the Articles and By-Laws, the shareholders, representing on their own or together with other shareholders at least 1% of the capital, may present lists according to the procedure set out in Article 19 through deposit at the registered office and publication in the press of such lists at least 10 days before the Shareholders' Meeting on the first call.

The Investor Relations Office of SANPAOLO IMI is able to provide any further information: tel. +39 011 555 2520 between the hours of 9.00 am and 5.00 pm (Italian time).

Documentation - which will be available at least 15 days before the Shareholders' Meeting - may be requested at the following fax number and e-mail address:

fax +39 011 555 2989; e-mail: investorrelations@sanpaoloimi.com





TO ALL STOCKHOLDERS OF TELECOM ITALIA

## TELECOM ITALIA'S PLAN DELIVERS GREATER VALUE TO SHAREHOLDERS

- This weekend, Telecom Italia's shareholders have the opportunity to make an important decision for the future of Telecom Italia.
- At the Shareholders' Meeting, we are seeking shareholder approval for our industrial plan for a growing Telecom Italia.
- Our industrial plan will integrate Telecom Italia with TIM to create a world class customer oriented business.
- Our industrial plan allows you to capture the unparalleled growth potential for telecommunications:
  - Telecom Italia Internet customers-growth of over 35% in last 3 months alone
  - Over 15 million TIM customers, including over 800,000 new customers added in first 3 months of 1999
  - Rapid expansion in data transmission
  - Captures all of the benefits of fixed and mobile integration.
- Our financial plan supports the industrial plan and will give shareholders:
  - An immediate on-market share repurchase programme of up to €10bn in cash
  - Cash for ordinary shareholders through the issuance and trading of conversion rights
  - Simple capital structure with one class of shares
  - Further integration with the higher growth business-TIM.
- Our plan allows ordinary and savings shareholders to realise the value created from Telecom Italia's assets.
- We are working for all shareholders. Keep 100% of the upside - Do not give it away to Olivetti - Tecnost.

### TELECOM ITALIA IS WORTH MUCH MORE THAN OLIVETTI'S PROPOSAL.

#### ORDINARY SHAREHOLDERS' MEETING

Ordinary and Extraordinary sessions to be held in Turin,  
at Centro Fiere, Pavilion I 294, Via Nizza, Lingotto, at 10.00 a.m.  
on the following days:

- April 9, 1999, the first call for the ordinary and extraordinary meetings
- April 10, 1999, the second call for the ordinary and extraordinary meetings
- April 11, 1999, the third call for the ordinary and extraordinary meetings

For further information please call toll-free:  
167- 020220 from Italy  
08000569030 from the United Kingdom  
18886892286 from the USA

From other countries, the following numbers can be used:  
+39-0636001273/0636001274/0636001275

website: <http://www.telecomitalia.it>



## NEWS DIGEST

## BANKING

## Dutch pension funds refuse to raise NIB offer

Shares in the Dutch National Investment Bank (NIB) remained above the offer price yesterday as ABP and PGGM, the country's two biggest pension funds, opened a €1.4bn (£1.86bn, \$1.99) joint bid for the state-controlled industrial finance vehicle. In announcing details of the agreed takeover last Thursday, they refused to increase the price beyond the level they indicated when the deal was first unveiled last December. The tradable A shares in NIB eased 50 cents in Amsterdam to close at €30.80, ahead of the €29.95 being offered by the two institutions. Although there is only a small free float in the stock, it has changed hands above that level since the beginning of March. That indicates a belief in the market that financial groups such as ING, which owns 20 per cent of the bank, have been holding out for a higher price. ING - whose chairman, Godfried van der Lugt, has a non-executive board role at NIB - is the largest shareholder after the Dutch government. The state owns 35 per cent of the A shares and exerts control through other classes of equity. Gordon Gramb, Amsterdam

## FRANCE

## Arnault raises Bouygues stake

Bernard Arnault, the French luxury goods executive locked in battle with rival François Pinault over the future of Gucci, the Italian fashion house, has increased his stake in Bouygues, the construction and communications group in which Mr Pinault is a leading shareholder. It was announced yesterday that the Arnault group held 6.3 per cent of Bouygues' capital as of April 1, up from the 4 per cent the LVMH chairman was said to have when his interest in the construction group was disclosed last month. The LVMH camp said at the time that those shares had been held for several weeks and that the investment had been made because Bouygues shares were felt to have good potential to appreciate in value. Bouygues shares yesterday closed down 2.74 per cent at €244.4. David Owen, Paris

## CZECH REPUBLIC

## Unisys settles dispute

Unisys, the US technology group, and Ceska Sportelina, the main Czech retail bank, have reached a settlement in their four-year dispute over a \$100m online information system contract. Ceska Sportelina pulled out of the 1992 contract in 1996 claiming Unisys was unable to implement it satisfactorily and sued for more than \$100m, alleging that the US company had fraudulently misrepresented its system. Unisys counter-sued for breach of contract. Unisys failed in a petition before the US Supreme Court to have the case arbitrated in Vienna, as the contract with its subsidiary had specified, and the dispute was about to be heard in the US federal district court in the company's home state of Pennsylvania where damages could have been more substantial. Ceska Sportelina still does not have an online information system for its savings books - which number more than the country's population - and is rapidly losing market share. Robert Anderson, Prague

## Olivetti details Telecom Italia terms

By Paul Bettis in Milan

Olivetti yesterday set a floor of 35 per cent on the minimum stake it will accept in Telecom Italia and said it would withdraw its €60.4bn (\$85.2bn) hostile bid if Telecom Italia shareholders approved later this week the conversion of non-voting savings shares into common voting stock.

Roberto Colaninno, Olivetti's chief executive, also said he would drop the offer should Telecom Italia shareholders vote in favour of the company's proposal to

launch a €22.5bn cash bid for the 40 per cent stake in its Telecom Italia Mobile (TIM) cellular telephone subsidiary it does not already own.

Mr Colaninno spelt out the conditions of Olivetti's bid during a shareholders meeting of Tecnoest, the 97 per cent owned subsidiary Olivetti is using as the vehicle for its bid.

The meeting, called to approve a record €12bn capital increase for Tecnoest designed to finance part of Olivetti's €11.5 a share offer in cash, bonds and equity for all Telecom Italia common

voting stock, was the first of a series of decisive shareholder meetings this week.

Olivetti will today hold another shareholders meeting to approve its own capital increase of up to €2.7bn. On Saturday, it will be the turn of Telecom Italia shareholders to vote on the defence strategy proposed by the company's management to fend off Olivetti.

The defence plan includes a large share buy back and the conversion of savings shares into common voting stock. Telecom Italia will subsequently hold another

shareholders meeting at the end of this month to approve its proposed cash bid for the rest of TIM.

Mr Colaninno yesterday indicated Olivetti's bid would not be affected by the proposed Telecom Italia share buy back but by the proposed conversion of savings shares.

In a four-page letter sent out yesterday to woo Telecom Italia shareholders and institutional investors, Mr Colaninno claimed the conversion scheme was designed "to increase the number of Telecom Italia

ordinary shares and therefore make a purchase of the company more expensive, or even unfeasible".

He also attacked his prey's proposed cash offer for the minorities in TIM arguing "the ability of any buyer to acquire Telecom Italia would be greatly reduced in the event that these defensive measures are actually approved".

Consob, the Italian stock exchange regulator, asked Olivetti at the end of last week to clarify the conditions under which it would withdraw its offer.

## O.tel.o to retain own brand

By Ralph Atkins in Bonn

Mannesmann, the Düsseldorf-based industrial conglomerate, is to broaden its attack on Germany's telecommunications market by operating the o.tel.o fixed-line business it acquired for DM2.5bn (£1.15bn, \$1.94bn) last week as a separately branded operation.

Shares in Mannesmann jumped €5.30 to €130 yesterday on the first full day's trading following the group's unexpected swoop to acquire the o.tel.o network from the Veba and RWE energy-based conglomerates.

O.tel.o will be added to the Mannesmann Arcor fixed line business.

The takeover is the first significant consolidation in the highly-competitive German telecoms market since its liberalisation at the start of last year.

Mannesmann said the deal, still subject to regulatory approval, cemented its position as the "strongest alternative" to Deutsche Telekom, the partially privatised telecoms giant.

It added to the pressure on Mobilcom, the rival telecoms group that has grown rapidly largely by renting networks from Deutsche Telekom and had also attempted to buy o.tel.o. Mobilcom's shares ended down €29 at €111.

Although o.tel.o had invested heavily in infrastructure it made an unsuccessful launch last year after failing initially to allow customers use of its network without the fuss of pre-registering.

But Harald Stöber, chairman of Mannesmann Arcor, said yesterday o.tel.o would remain a separate identity under its new owner, including its different price structures and a headquarters in Cologne.

Despite substantial overlaps, o.tel.o and Arcor could be pitched at different customer groups "with much greater precision", Mr Stöber said.

With more than 50 regional and national telecoms operators in Germany, Mannesmann's "two brand" strategy would mimic multi-branding strategies in consumer goods markets.

Mannesmann said o.tel.o would be hit by restructuring costs this year but Arcor's results would "improve clearly".

Together, Arcor and o.tel.o are expected to make a profit in 2001. Mannesmann is also aiming to build its stakes in Omnitel and Instra, the Italian mobile and fixed line groups. It has not ruled out a capital increase to fund its telecoms expansion.

The sale of the o.tel.o fixed-network business leaves Veba and RWE more clearly focused on the European energy sector, in which either may now seek acquisitions.

However, at the weekend Veba said it remained committed to the mobile telephone market.

The groups' 80.25 per cent stake in the E-Plus mobile business was not affected by the o.tel.o deal and could be increased. Veba also has a stake in Bouygues, the French mobile telecoms group.

## Merged German bank sees its image dented

After property losses and board splits, HypoVereinsbank may be short of time to put things right, writes Uta Harnischfeger

When the supervisory board chairman of Bayerische HypoVereinsbank resigned in mid-March, he took personal responsibility for the bank's property losses and wanted to signal a new beginning. Instead, he opened a can of worms.

Ever since, there have been growing calls for the supervisory board's most prominent member, Eberhard Martini, to resign as well. But Mr Martini, the former head of Bayerische Hypothek- und Wechselbank - its property exposure is at the core of the merged bank's problems - is not considering such a step, and this is highlighting the bank's troubled image.

Once considered the new face of Germany's banking sector, the company resulting from the country's largest postwar banking merger is also running out of time to restore its reputation for caution.

Following revelations of massive property losses in October, subsequent verbal tussles between the two banks' former chairmen, as well as legal investigations and office searches, industry observers say the bank must sort itself out of its hole.

They demand a settlement of management differences, the appointment of a more

prominent official in charge of handling the troubled property portfolio, and detailed exposure of the bank's past property deals.

Two weeks ago, the bank went some way to addressing these concerns by agreeing to employ an independent auditor to pin down property exposure. The auditor would also re-examine the share swap ratio used to determine the shape of the alliance when the two Bavarian banks merged in 1997.

Although both banks have used auditors before to determine their book values and the share swap ratio, this time a single auditor will look into both parties' books, particularly their property exposure. "This time, we want to see all the details," said James Hyde, London-based analyst at Merrill Lynch.

Previous audits did not dig deep enough into the books and failed to spot the real extent of Hypo Bank's property exposure, analysts say.

Analysts and investors are demanding details on Hypo Bank's three main property activities. These are, first, 53 commercial property projects spread across Germany which have fallen in value since the original investments in the early 1990s; second, troubled property financing schemes offered by HypoBank through external

brokers; third, property funds offered by HypoBank with guaranteed yields that failed to materialise.

It was only a year into the merger that Bayerische Vereinsbank discovered the extent of HypoBank's property losses. Albrecht Schmidt, the chairman - "deeply shocked and bitterly disappointed" about its partner's handling of the property question - told surprised investors in October that the merged bank would have to take DM3.5bn (£1.79bn, \$1.92bn) in risk provisions for HypoBank's property schemes.

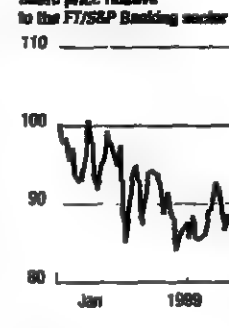
The charges covered 52 commercial real-estate projects that HypoBank had financed after the fall of the Berlin Wall in the hope - proved false - that German unification would spark a property boom.

Since then, HypoVereinsbank has taken an additional DM700m in risk provisions to cover possible claims against its external financing schemes and another DM200m to assure the yields for HypoBank's property fund customers.

But there is an even more urgent question for former Vereinsbank shareholders. If the value of HypoBank's properties was massively overstated at the time of the merger, Vereinsbank shareholders believe they should

HypoVereinsbank

Share price relative to the FT/SE 100 index



Exposure in German property developers

Developer	Exposure	Shareholders' funds, 1998*	Exposure as a % of shareholders' funds
Deutsche	3.5	33.4	10
Draxler	1.5	19.2	8
Commerzbank	1.2	18.5	6
HypoVereinsbank	11.5	23.3	46
IFF-Bank	0.1	3.4	3

Breakdown of HypoVereinsbank mortgage portfolio as at end-1997



Source: Deutsche Bank AG, company data, J.P. Morgan estimates

receive due compensation. Yet while Mr Schmidt recently said it was "hypothetically possible" that an independent auditor could declare faulty the share swap ratio applied in September 1997, German law does not allow for shareholders to be compensated after mergers are finalised.

Merging the two former



Eberhard Martini

## Court delays takeover moves by three banks

By Samer Iskander in Paris

The outcome of the takeover battle between France's three largest listed banks is unlikely to be known before the end of June, a month later than anticipated.

The delay emerged yesterday, when a Paris appeals court said it would hear a complaint by Paribas and Société Générale on June 1.

The two banks are challenging a decision by the Conseil des Marchés Financiers, the financial markets regulator, to allow Banque Nationale de Paris to bid for them.

BNP's unsolicited twin bids, announced on March 8, threaten a friendly merger agreed a month earlier between SG and Paribas.

The board of SG last night rejected BNP's offer, with only one director - Claude Bébéar, chairman of the insurer Axu - voting in favour.

Directors of Paribas meeting later in the evening were also expected to reject BNP.

Speculation was last night also intensifying that a counter-attack by SG and Paribas may be imminent. Analysts say SG might be tempted to improve its offer for Paribas by returning cash to shareholders in the form of a one-off special dividend.

The two banks recently said their proposed merger would free €6bn (\$6.1bn) of excess capital.

The cash could also be used to guarantee future returns to investors, a practice that has been used successfully in France.

In recent weeks, 150 senior managers at SG wrote an open letter to Jean-Claude Trichet, governor of the French central bank, explaining why they opposed BNP's hostile attack. SG also said 15,000 of its

employees - more than a third of its France-based staff - had signed another petition against the takeover proposed by BNP.

The CMF, which sets the timetable for takeover bids, yesterday said BNP's offer would run for at least eight business days after the court's ruling, which is expected by the middle of June at the earliest.

According to French financial regulations, BNP's offer were scheduled to run for 25 business days starting next week, which would have resulted in the outcome being known around the end of next month.

However, the CMF had warned that its timetable might have to be adjusted, due to the unprecedented complexity of the duals proposed to investors.

The three offers - SG's bid for Paribas and BNP's separate offers for SG and Paribas - will run in parallel.

This announcement appears as a matter of record only.

\$1,463,000,000

## Greenwich Street Capital Partners II, L.P.

and its affiliated funds

A fund established to invest in privately negotiated equity and equity-related securities.

The undersigned arranged for the private placement of the limited partnership interests.

SALOMON SMITH BARNEY ATLANTIC-PACIFIC CAPITAL, INC.

GSCP, Inc.  
Manager of Greenwich Street Capital Partners II, L.P.  
388 Greenwich Street  
New York, NY 10013

## FMG MIR SICAV

Société d'Investissement à Capital Variable  
10A, Boulevard Royal, Luxembourg  
R.C. Luxembourg B 53.392

## NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Shareholders of FMG MIR SICAV will be held at the registered office, 10A, Boulevard Royal, Luxembourg,

on Tuesday 20th April, 1999 at 11 a.m.,

for the purpose of considering the following agenda:

1. Management Report of the Directors for the year ended 31st December, 1998.
2. Report of the Statutory Auditor for the year ended 31st December, 1998.
3. Approval of the Annual Accounts for the year ended 31st December, 1998 and appropriation of the earnings.
4. Discharge to the Directors in respect of the execution of their mandates.
5. Election of the Directors for a new term of one year.
6. Election of the Statutory Auditor for a new term of one year.
7. Miscellaneous.

The present notice and a form of proxy will be sent to all registered shareholders on record at 29th March, 1999.

In order to attend the meeting, the owners of bearer shares are required to deposit their shares before 13th April, 1999 at the Registered Office of the Company where proxy forms are available.

The registered shareholders have to inform by mail letter or proxy form the Board of Directors of their intention to assist at the meeting before 13th April, 1999.

By order of the Board of Directors

## PUTNAM INTERNATIONAL FUND

SICAV

Luxembourg, 11, rue Aldringen  
R.C. Luxembourg B 11.197

## NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Shareholders will be held at the registered office of the Company on 19 April 1999 at 3.00 p.m. with the following agenda:

## AGENDA

1. Presentation of the reports of the Board of Directors and of the Auditor.
2. Approval of the balance sheet and profit and loss account as of 31 December 1998.
3. Discharge of the Directors for the fiscal period ended 31 December 1998.
4. Ratification of the co-optation of Mr Rafik Fischer as a Director in replacement of Mr Marie-François Lhote de Selanay, who has resigned.
5. Ratification of the co-optation of Mr Randolph S. Petralia as a Director in replacement of Mr Thomas M. Turpin, who has resigned.
6. Re-election of Messrs John R. Verani, Takehiko Watanabe, John C. Talanian, Steven Spiegel, Alfred F. Brausch, Randolph S. Petralia and Rafik Fischer as Directors for the ensuing year.
7. Election of a new auditor of the Fund for the ensuing year.
8. Any other business which may be properly brought before the Meeting.

The shareholders are advised that no quorum is required for the terms of the agenda and that the decisions will be taken at the simple majority of the shares present or represented at the Meeting. Each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

By order of the Board of Directors



## COMPANIES &amp; FINANCE: ASIA-PACIFIC

SOUTH KOREA NEW FIGURES RAISE CONCERNS OVER CHAEBOLS' COMMITMENT TO CORPORATE RESTRUCTURING

## Top five conglomerates' debt burden soars

By John Burton in Seoul

The debt burden for South Korea's top five conglomerates, or chaebol, grew by 5.9 per cent to Won204,500bn (\$119bn) last year, raising concerns about their commitment to corporate restructuring in response to the nation's recent financial crisis.

Daewoo and Hyundai, the

two largest chaebol, were mainly responsible for the increase, with Daewoo's debt soaring by 40 per cent to Won59,872bn and that for Hyundai by 17.5 per cent to Won72,532bn, according to the Fair Trade Commission.

The new figures increase doubts about whether the leading chaebol will be able to meet a government target of reducing their debt/equity

ratio to 200 per cent by the end of the year in a move to trim their sprawling industrial empires.

The FTC said the average debt/equity ratio for the top five chaebol, which also includes the Samsung, LG and SK groups, had fallen to 335 per cent last year, but this was due mainly to capital increases and re-evaluating assets instead of busi-

ness disposals as desired by the government.

The government recently warned that it would disallow asset re-evaluations in calculating the chaebol's debt/equity ratio, which forced Daewoo and Hyundai last week to re-submit new restructuring plans to creditor banks.

Analysts estimate the debt ratio for Hyundai would rise

to 600 per cent and that for Daewoo to 500 per cent if asset re-evaluations are excluded, raising questions about their financial stability.

Excessive and unsound investments by the top five chaebol were a main cause for the financial crisis, according to a recent study by the Korea Development Institute. It said the chaebol

based their decisions "in anticipation of a financial rescue from the government" if the investments went sour.

It is uncertain what action the government will take if the chaebol fail to meet the debt reduction target, although it is possible that creditor banks might be forced to suspend new lending.

## Nissan does sums with many parts

The Renault deal will mean consolidation for suppliers, writes Alexandra Harney

After all the flower arrangements and tea cups were put away, the ash trays emptied and the television crews dismissed, Yoshikazu Hanawa, Nissan president, began the company's own clean-up campaign last weekend.

Less than 24 hours after signing a strategic alliance with Renault to give the French carmaker a controlling stake in the company, Mr Hanawa called executives from Nissan's top parts suppliers to company headquarters in Tokyo.

His message was simple: lower your cost structures or risk losing our business. The meetings sent a shiver through the ranks of Nissan's parts makers, Japan's largest automotive *keiretsu* (industrial groupings).

The alliance with Renault is likely to force Nissan to unravel cosy industrial ties built up over the past 50 years and stimulate a fundamental consolidation of Japan's fragmented parts industry.

"The Nissan *keiretsu* as we knew it in the past is dead. The Nissan *keiretsu* two years from now is not going to bear any resemblance to what we see today," warns Stephen Usher, analyst at Jardine Fleming Securities.

Nissan, emboldened by Renault's own restructuring, expects to squeeze one-third of the \$8.3bn worth of synergy gains expected by 2002

from its parts makers. This is likely to mean another round of price cuts for its leading suppliers, including companies such as Calsonic, Kasei, and Unisia JECs. These groups, in turn, will press their smaller suppliers to cut prices.

For financially-strapped parts makers, this is just the latest bad news. As they build more plants overseas, Japanese carmakers are relying more heavily on US and European parts makers. US companies sold a record \$13.3bn to Japanese carmakers in the first half of fiscal 1998, up 15.7 per cent on the previous year, according to the Japan Automobile Manufacturers Association. Industry officials predict that this trend is likely to continue.

At the same time, car and truck sales, particularly at Nissan, have tumbled to their lowest levels in more than a decade. Suppliers responded by slashing costs and trimming their workforces with remarkable speed.

The push for consolidation has provided a window of opportunity for foreign parts makers and domestic carmakers. Robert Bosch, the German parts group, became the first company to take majority control of a Japanese parts maker when it bought 50 per cent of Zexel, a diesel engine pump manufacturer, earlier this year.



Nissan's clean-up campaign is set to bring many changes

Gary Hexter, chief financial officer of Mazda, said recently he expected to weed out some of the group's 500 local suppliers. Nissan, as part of its restructuring, is already selling shares in components makers including Ikeda Bussan, Unisia JECs, and an automotive seal manufacturer called Kinugawa Rubber Industries.

Kosei Minami, Nissan vice-president, said the merger with Renault was aimed at strengthening the groups against their European rivals.

In order to supply Renault and Nissan globally, Japanese suppliers will need to beef up production capacity overseas and develop value-added technologies - particularly highly efficient low emissions, and computer controlled systems.

The challenge is doubly great because demands for

lower costs and more sophisticated components come at a time when profitability is in the doldrums. For example, Calsonic, a climate system, radiator, and muffler manufacturer, saw pre-tax profits tumble 14 per cent to ¥9,790m (\$80.3m) in the year to March 1998.

Peter Boardman, analyst at Warburg Dillon Read, said "only a handful" of Nissan's suppliers, including Calsonic and Unisia JECs, were internationally competitive.

These companies, along with efficient parts makers such as Denso, see Mr Hanawa's clean-up campaign and the alliance with Renault as an opportunity to drum up new business. However, industry executives agree that consolidation will not happen overnight.

"It isn't as though we're making bread - our business requires testing and manufacturing. It will take some time," said one executive.

## Haier to raise \$200m from overseas listing

By James Harding in Shanghai

Qingdao Haier, China's leading home appliance maker, is looking to raise \$200m from an overseas listing, in a share issue likely to test international sentiment towards a leading Chinese company.

Waning investor confidence in China's economy and concerns about the outlook for Chinese businesses have forced enterprises to abandon recent proposed share listings.

The first two initial public offerings of mainland companies destined for the Hong Kong stock market this year - Heliogiang Agriculture and Shandong International Power Development - have fallen through, with the companies citing volatile market conditions. Other companies have delayed their plans for a market debut.

Haier said its proposals for an international share offering had been approved by the China Securities Regulatory Commission, the market regulator. But the details of an issue "worth around \$200m" were still under discussion.

The company is understood to have abandoned its earlier intention to list shares on China's B share market - the depressed and illiquid domestic stock market for foreign investors. The move underlines how Chi-

nese companies, much like international share-buyers, have given up on the B share market, which has been in steady decline for well over a year.

Haier has not decided where the shares will be issued, although it is understood to be looking closely at the possibility of a Hong Kong listing. The company has been given CSRC approval to list its "white home appliance" assets - plants making refrigerators, washing machines and air conditioners - according to officials. Haier is in the process of recruiting a foreign underwriter, and although it gave no timetable, the offer is expected to begin before the end of the year.

Over the past five years, Haier has emerged as one of the most competitive domestic appliance manufacturers in China, beating back competition from some of the best known US and Japanese brands to recapture market share. Haier Group achieved a 50 per cent increase in sales last year to about Rmb18bn (\$1.6bn), according to official media, which have not given earnings figures.

Haier is now also understood to be working on the launch of an online shopping mall for China. The service is intended to make more domestic products available to Chinese internet users and boost the development of e-commerce in China.

## NEWS DIGEST

## AIRLINES

## Tycoon commits to fresh \$200m investment in PAL

Lucio Tan, the Filipino-Chinese business tycoon, has agreed to provide a fresh capital injection of \$200m into Philippine Airlines if no other investor can be found to help support the ailing national carrier.

The move follows recent speculation about the commitment of Mr Tan, the majority shareholder in PAL, to the airline's proposed revival plan which is under review by the Philippine Securities and Exchange Commission.

Under the plan, revolvers to the airline are seeking a restructuring of the airline's \$2bn debt burden and fresh capital injection of \$200m which will eventually make up 90 per cent of the equity in PAL.

There had been much speculation in the local press that Mr Tan could be seeking to build a stake in a rival domestic airline, Air Philippines, which is reportedly seeking a restructuring of debt owed to Allied Bank, an institution controlled by the Filipino-Chinese businessman. Sources in PAL have also indicated that there has been conflict between Mr Tan and a group of executives recruited from Cathay Pacific to oversee the revival of PAL.

However, Mr Tan, once of the closest allies of the late dictator Ferdinand Marcos, has given a commitment to government officials to back PAL. If no fresh investor can be found by a June 4 deadline.

"He (Tan) is going to try and secure the \$200m. He has to produce it. . . Essentially, he made the commitment that he will produce it if he is not able to get an investor," Romaldo Zamora, the Philippine executive secretary told local reporters.

The commitment is likely to smooth the passing of the revival plan for PAL by the SEC which is expected to rule on it by April 15. The SEC has recently indicated the lack of definite information about fresh investors could be an obstacle in approving the plan.

Tony Tassell, Manila

## SECURITIES

## China's regulator issues ban

China's stock market regulator has banned eight securities companies from providing consulting services for three years as punishment for conducting what it deemed "unauthorised operations".

Among the companies penalised for irregular business practices is one of the provincial offices of China Guotai Securities, one of China's largest stock brokerages. The ban on Guotai's Zhengzhou branch does not affect the operations of the company's many other branches, but it is the second embarrassment for the flagship Chinese brokerage in the last six months.

Last year, Hongguang Industrial, a provincial electronics manufacturer based in Sichuan, was discovered to have secured a stock market listing by claiming to be profitable, when it was in fact making substantial losses. Guotai had promoted the original share issue and, after the violations at Hongguang came to light, the authorities also reprimanded Guotai.

The Shanghai Securities News, the official newspaper, said yesterday that the China Securities Regulatory Commission (CSRC) had also banned 14 individuals from the securities consultancy business for three years for acting without regulatory approval.

China enacted rules governing securities consulting a year ago, ordering all organisations and individuals to obtain approval from the CSRC.

James Harding, Shanghai

## Cash Offer

by

Cenepec S.A.

(a company jointly owned by

Argus Funds and Cenepec Central European Corporate Restructuring Fund Ltd.)

for

COFINEC N.V.

THIS ADVERTISEMENT IS NOT AN OFFER FOR THE PURCHASE OR SALE OF SECURITIES IN THE UNITED STATES, CANADA, AUSTRALIA OR JAPAN

CA IB Investmentbank Aktiengesellschaft ("CA IB") announces on behalf of Cenepec S.A. ("Bidder") that Bidder is making a cash offer (the "Cash Offer") to acquire all of the 3,293,766 Cofinec ODs and/or Cofinec Shares (the "Cofinec Securities") currently held by Cofinec Security Holders. The Cash Offer is conditional upon Valid Acceptances being received in respect of such number of Cofinec Securities as represent (together with any other Cofinec Securities acquired by Bidder outside the Cash Offer) 100% or such lower percentage as Bidder may decide in any event not less than 67% of the share capital of Cofinec. The full terms and conditions of the Cash Offer (including details of how the Cash Offer may be accepted) are set out in the offer document dated 2 April 1999 (the "Offer Document") and the accompanying form of acceptance (the "Form of Acceptance"). Terms defined in the Offer Document have the same meanings in this advertisement.

A Cofinec Security Holder who validly accepts the Cash Offer will receive HUF 2,376 in cash for each Cofinec Security (which translates to US\$ 10.00 or Euro 9.32 as at March 30, 1999, the last day of trading of Cofinec Securities on the Budapest Stock Exchange prior to the announcement of the Cash Offer). Accepting Cofinec Security Holders who are not tax resident in Hungary and meet the relevant Hungarian foreign exchange regulations will also be entitled to receive payment for their Cofinec Securities in US\$, calculated in accordance with the procedure set out in the Offer Document.

The Cash Offer values the share capital of Cofinec at approximately HUF 7.8 billion (US\$ 32.9 million, Euro 30.7 million).

Copies of the Offer Document and Forms of Acceptance are available for collection from:

CA IB Securities Ltd., Nagysándor József utca 10, 1054 Budapest, Hungary, Postal address: 1372 Budapest, H-1484, Telephone: +36 1 269 07 11/350 or +36 1 302 8050 and Banque Générale du Luxembourg, 50 avenue J.R. Kennedy, L-2951 Luxembourg, Telephone: +352 4242 2005.

The Cash Offer will be open for acceptance until 15:00 hrs (Budapest and Luxembourg time) on 25 May, 1999. Cofinec Security Holders should note that if the Cash Offer is declared unconditional, Bidder will consider applying to the Budapest Stock Exchange and the Luxembourg Stock Exchange for the withdrawal of the Cofinec Securities from listing on those exchanges.

The Cash Offer will not be made, directly or indirectly, in or into, or by use of the mails or any means or instrumentality (including without limitation, telephonically or electronically) of interstate or foreign commerce of, or any facilities of a national securities exchange of, the United States, Canada, Australia or Japan and accordingly the Cash Offer will not be capable of acceptance by any such use, means, instrumentality or facility from within the United States, Canada, Australia or Japan. Doing so may render invalid any purported acceptance.

Accordingly, copies of this advertisement are not being, and must not be, mailed or otherwise forwarded, distributed or sent in or into or from the United States, Canada, Australia or Japan and all the persons reading this advertisement (including nominees, trustees or custodians) must not mail or otherwise forward, distribute or send this advertisement, the Offer Document or Form of Acceptance (or any related offering documentation) into the United States, Canada, Australia or Japan.

This advertisement is published on behalf of Bidder and the contents have been approved by CA IB, which is regulated in the United Kingdom by the Securities and Futures Authority Limited, solely for the purposes of Section 57 of the Financial Services Act 1986. CA IB is acting exclusively for Bidder and for no-one else in connection with the Cash Offer and will not be responsible to anyone other than Bidder for providing the information afforded to customers of CA IB nor for giving advice in relation to the Cash Offer. Cofinec Security Holders are advised to seek their own independent financial advice. Cofinec Security Holders considering the Cash Offer should be aware that the legal and regulatory regime applicable to the Cash Offer may be different from that of the United Kingdom. Consequently, the protections provided by the UK regulatory system may not apply.

7 April, 1999

Financial Times Survey

## Indian Banking &amp; Finance

Wednesday April 28

For further information please contact:

Chris Aston in London Tel: +44 171 873 3230 Fax: +44 171 873 3241 email: chris.aston@FT.com

or Sharmila Devnani in Mumbai Tel: +91 22 204 5890 Fax: +91 22 253 5795 email: MediascopeRepresentations@representations.mediascope.com

FINANCIAL TIMES

No FT, no comment.

## TELECOM ITALIA S.p.A.

Registered Office at 34 Via Bertola, Turin  
Corporate Headquarters and Secondary Office at 41 Corso d'Italia, Rome  
Capital Stock L. 7,421,251,726,000, fully paid-in  
Entered under No.286/33 In the Ordinary Section of the Company Register of Turin  
Tax I.D. No. 00471850016

## NOTICE TO SHAREHOLDERS

With reference to the Ordinary and Extraordinary Shareholders' Meetings to be held in Turin at Centro Fiere Pavillon I - 294 Via Nizza, Lingotto at 10:00 a.m. on the following days:

- April 9, 1999, the first call for the ordinary and extraordinary meetings;
- April 10, 1999, the second call for the ordinary and extraordinary meetings;
- April 11, 1999, the third call for the ordinary and extraordinary meetings;

notice is hereby given that as of today, as agreed with CONSOB, the supplementary documentation to that already deposited according to current law is available to Shareholders and to anyone requesting a copy from:

the registered office at 34 Via Bertola, Turin  
the office at 189 Via Flaminia, Rome  
(instead of the secondary office which is closed for renovation)  
the office of the Borsa Italiana S.p.A. in Milan

The Shareholders can request a copy of the aforementioned documentation from the abovementioned offices from 9:00 a.m. to 6:00 p.m., as well as from the following numbers:

Toll-free  
167- 020220 from Italy  
08000569030 from the United Kingdom  
18886892286 from the USA

From other countries, the following numbers can be used:  
+39-0636001273/0636001274/0636001275

Request can also be sent by

Internet to the e-mail address  
affarisocietari@telecomitalia.it

This notice is also available at our website: <http://www.telecomitalia.it>



## COMPANIES &amp; FINANCE: INTERNATIONAL

MEDIA \$2.1BN DEAL MAKES US GROUP SECOND-BIGGEST SHAREHOLDER AND GIVES MURDOCH COMPANY CONTROL OVER FOX

## Liberty to take 8% stake in News Corp

By Owen Robinson in Sydney

Shares in News Corp surged 12 per cent in Sydney yesterday after the company announced that Liberty Media of the US would acquire about 8 per cent of Rupert Murdoch's global media group.

In a two-step deal worth US\$2.1bn, News is to buy "substantially all" of Liberty Media's 50 per cent interest in the Fox/Liberty Networks partnership. Liberty Media is controlled by AT&T. The Fox/Liberty venture includes

regional sports programmer Fox Sports Net, a cable entertainment channel and related assets.

In exchange, Liberty will receive about \$1.8bn non-voting American Depositary Receipts valued at \$1.43bn, and has agreed not to sell them for two years.

The deal would make Liberty the second largest shareholder in News with a stake of about 8 per cent, behind the Murdoch family with about 30 per cent. It would also end News Corp's troubled relationship with

MCI, which has been marked by tensions over attempts to establish a US satellite broadcasting venture.

John Malone, Liberty chairman, described News as "one of the best managed and positioned global entertainment companies in the world".

Analysts said the fact Mr Malone was content to take non-voting stock in News rather than in Fox Entertainment, its 51-per cent owned film and television arm, showed "extremely high levels of confidence" in

News, and the shares jumped \$1.38 at \$13.06.

Mr Murdoch said the agreement, which will give News full control of Fox/Liberty Networks, highlighted News's expansion in US cable television, particularly in sports and entertainment programming.

"This deal will enable us to leverage more fully the Fox brand across our cable and broadcast properties while giving us added flexibility over our sports and entertainment channels."

News Corp said that buy-

ing out Liberty's interest would better enable Fox

Entertainment, its film and television arm, to pursue alliances and acquisitions "on its own timetable and at its sole discretion". Full control should also promote "additional synergies".

In a related deal, News said Prince Alwaleed Bin Talal, the Saudi Arabian investor, would also acquire 5m News Corp ADRs, adding to his existing stake of 5 per cent in News's non-voting shares acquired in 1997. Prince Alwaleed is a close

business associate of Mr Murdoch.

News would also repurchase 56.2m non-voting ADRs from MCI WorldCom, which has held warrants over the News ADRs since 1995. News said subject to shareholder approval, it intended to repurchase the entire amount for about \$1.38bn and then sell 28.1m of the ADRs to Liberty at the same price it bought them from MCI.

See Editorial Comment See Lex

## KPMG made own offer to block poachers

By Jim Kelly in London

Arthur Andersen's attempt to poach the Canadian practice of rival "Big Five" firm KPMG collapsed after partners were made a generous alternative offer including an injection of up to C\$300m (US\$200m) into the pension fund, it emerged yesterday.

Spencer Lanthier, KPMG's Canadian chief executive, blamed the collapse of the Andersen deal on uncertainty caused by a dissident vice-chairman who won the backing of an Ontario court to delay the merger vote.

But it is understood that a KPMG counter-offer also played a part.

This was masterminded by Paul Reilly, chief executive of KPMG International and Steve Butler, chief executive of the US firm, who put together an alternative proposal to woo Canadian partners.

Many Canadian partners were already questioning the Andersen deal and are thought to have been unhappy with the way in which the firm's leadership had proceeded without wider consultation.

The loss of the Canadian practice would have seriously undermined the defection to Andersen.

International's attempts to build a single, globally integrated firm.

KPMG International declined to comment on the proposed deal while discussions continued in Toronto. But the deal on offer to KPMG Canada is understood to contain:

● An assurance that all Canadian partners will become partners in a new "Americas" firm. The Andersen offer would have left some outside the prestigious Andersen Worldwide.

● A corporate governance structure for the new "Americas" firm which would safeguard Canadian interests.

● An offer to equal Andersen's on income guarantees and tenure.

● An injection of up to C\$300m into what KPMG admitted last week was an underfunded pension fund.

● An offer that infrastructure and support systems required by the Canadian firm to fit into the new "Americas" firm would be met by the US firm or KPMG International.

● That there would be "no reprisals" against KPMG management in Canada, which had masterminded the defection to Andersen.

## Nortel strategy convinces the doubters

Its move into data networking appears to be paying off, writes Scott Morrison

Investors and customers appear to be buying in to Nortel Networks' new strategic direction, despite initial doubts that the Canadian telephone equipment maker could transform itself into a next-generation networking company.

Nortel's shares tumbled last summer amid concerns over the company's expansion into data networking. And investor worries that the US\$6.5bn acquisition of Bay Networks, the US maker of data networking equipment, would hit earnings, sent Nortel shares tumbling by about 80 per cent over five months.

But market sentiment has changed dramatically in the last half year. Analysts are encouraged that Nortel appears to be bridging the corporate culture gap, retaining key Bay staff and adopting Bay's quicker pace. Investors are so encouraged by Nortel's prospects that the company's share price has more than doubled in the past six months, nearing its 52-week high.

The turnaround is evidence that investors, analysts and customers are moving to seize the technological high ground, says Benn Mikula, a vice-president and director at RBC Dominion Securities. "There is a clear sense that Nortel is beginning to be a

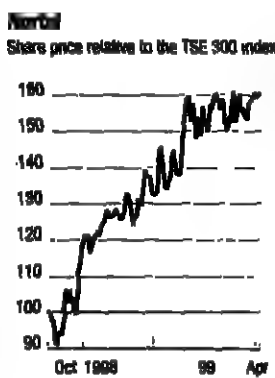
player in defining how networks will be built, and how technology will be integrated into a vision of the future," he says.

Known until recently as Northern Telecom, a telephone equipment maker overshadowed by larger rivals in the US and Europe, the company stunned the industry last year by committing itself to the convergence between telecoms and data with its acquisition of Bay Networks, the US maker of data networking equipment, which was losing ground to Cisco Systems, its larger datacom rival.

Much of the credit for Nortel's re-emergence goes to John Roth, the chief executive who issued an internal memo over a year ago announcing that Nortel would refocus on data communications. Observers say Nortel's move gave it a head-start in the race to become an equipment provider for the next generation.

In February, the company unveiled Succession Networks, technology that enables large telecom carriers to overlay data networking capabilities on to their existing voice networks without having to scrap an estimated \$1,000bn worth of investments in the current networks.

Nortel's technology, compatible with about 90 per cent of existing network



architecture, could help large carriers to make the transition towards building multipurpose networks that enable them to provide customers seamlessly with voice, data, video, internet and wireless services. It is under evaluation by Southwestern Bell, France Telecom, and AT&T.

Lucent has unveiled similar technology, although it is not compatible with networks built by other equipment makers. Analysts say Cisco, Nortel's other US rival, lacks the voice networking background and the relationships needed to be a strong competitor in the large carrier segment. Nortel's European rivals, such as Siemens, Alcatel and Ericsson, are given little time to act if they are to remain industry forces. Mr Roth has also hinted

that his company could soon step on a few more toes by announcing an agreement to provide data networking equipment to a major transnational carrier in Europe.

But Nortel, like its rivals, faces several challenges. It must develop a more efficient method of transmitting data traffic across networks. Nortel is also trying to develop a more affordable way for carriers to move from circuit technology, used for voice traffic, to packet technology, which is more efficient for data.

A third challenge is to develop an integrated wireline and wireless internet enabling users to hold conversations, access voice-mail and scroll through data banks, as well as send and receive e-mail through a cordless phone, laptop computer or other device. Mr Roth says his company will probably make a few more small acquisitions to "fill some holes".

Maribel Lopez, an industry analyst at Forresters, says Cisco, Lucent and Nortel are most likely to develop the technology that will enable carriers to build next-generation networks.

Many industry analysts would argue that Nortel's inclusion in such a select group speaks volumes about Mr Roth's foresight.

Now he must demonstrate that the expectations are well founded.



John Roth: much credit for Nortel's re-emergence Lynn Farrell

## Intel cuts bonuses after chip sales drop

Bonuses paid to senior executives at Intel, the world's largest semiconductor group, were cut substantially in 1998, a year in which worldwide chip sales suffered a big decline, Reuters reports from Washington.

Andrew Grove, chairman, saw his 1998 bonus fall to \$1,226,800 from \$2,790,400 in 1997. Intel reported in a proxy filed with the Securities and Exchange Commission. His base salary rose to \$400,000 from \$495,000. Craig Barrett, chief execu-

tive and president, saw his bonus decline to \$1,789,800 from \$2,190,100 in 1997, while his salary rose to \$454,200 from \$365,000.

There was an average bonus decline of about \$340,000 for Intel's three other most highly compensated executives: Gerhard Parker, executive vice-president and general manager of the New Business Group; Leslie Vadasz, director of corporate business development; and Paul Otellini, vice-president of the Architecture Business Group.

## Notice to shareholders in FöreningsSparbanken AB / Swedbank

The Annual General Meeting of FöreningsSparbanken AB / Swedbank will be held at the Royal Dramatic Theatre in Stockholm, on Thursday, April 29, 1999, at 1.00 p.m. (CET). Admission and registration will begin at 11.30 a.m. (CET).

## Notification etc.

Shareholders who wish to attend the Annual General Meeting must be registered in the share register kept by Värdepapperscentralen VPC AB (the Swedish Securities Register Centre) on Monday, April 19, 1999, and must notify the Company Secretary, FöreningsSparbanken AB/Swedbank, S-105 34 Stockholm not later than Monday, April 26, 1999, at 3.00 p.m. (CET) in writing, by telephoning +46-8-670 21 40 or faxing +46-8-411 56 64 or on the Internet, www.foreningsparbanken.se/ir under the heading bolagsstämma (Annual General Meeting).

When giving notice of attendance shareholders should state name, personal/company registration number (in the case of Swedish citizens or companies), address and telephone number. Shareholders represented by proxy should send a duly signed Power of Attorney and, if the Power of Attorney is issued by a legal entity, a certified Registration Certificate or other document attesting the authority of the person signing to the Bank before the AGM.

Shareholders whose shares are nominee-registered must, to be qualified to attend, request that they are temporarily registered in the share register kept by the Securities Register Centre. Such registration which normally takes several days must be effected by April 19, 1999. Shareholders should advise their trustees of such request in good time before that date.

## Agenda

Matters that by law and the Articles of Association shall come before the AGM include the presentation of the Annual Report of the Board of Directors and the Auditors' report as well as the consolidated financial statements and the consolidated Auditors' report for the financial year 1998, the adoption of the profit and loss account and the balance sheet as well as the consolidated profit and loss account and the consolidated balance sheet, the discharging of the members of the Board of Directors from liability for the period covered by the Report, the disposition of the Bank's profit in accordance with the adopted balance sheet, the approval of the record day for the dividend and the election of the Board of Directors and Auditors.

The Board of Directors' proposal for a bonus issue, which would increase the Bank's subscribed capital by SEK 3,519 M to SEK 10,556 M through a transfer from restricted funds to subscribed capital, whereby every two old shares would convey the right to receive one new share. The

proposed record day for the right to participate in the bonus issue is Friday, June 4, 1999. The last day for trading in the Bank's share with the right to participate in the bonus issue is June 1, 1999.

The Board of Directors' proposal to amend the Articles of Association owing in part to the new legislation on business entities for banking companies, which has necessitated changes in, among other things, the mandate period for the Auditors and notification and registration procedures for the Annual General Meeting, and in part to the proposed bonus issue, which will require changes in equity limits with respect to the size of the subscribed capital.

The Annual Report with financial statements and the Auditor's Report as well as the complete proposals of the Board and the complete proposal of the Election Committee concerning election of the Board of Directors and Auditors are available from the Company Secretary, FöreningsSparbanken / Swedbank, Brinkbergsgatan 8, Stockholm.

## Dividend

The Board of Directors recommends that the shareholders receive a dividend of SEK 200 per share.

Tuesday, May 4, 1999, is proposed as the record day for the right to the 1999 dividend. With that record day the last day for trading in the Bank's share with the right to dividend is Thursday, April 29, 1999.

If the Annual General Meeting adopts the Board of Directors' recommendation the cash dividend is expected to be paid by VPC on Tuesday, May 11, 1999.

Stockholm, March 1999  
FöreningsSparbanken AB (publ) / Swedbank  
Board of Directors



Swedbank

AEGON N.V., registered in The Hague, The Netherlands

Shareholders are hereby invited to attend the Annual General Meeting of Shareholders to be held on Thursday, 29 April, 1999 at 2.30 p.m. at the AEGON Head Office, Marijshoeveplein 50, The Hague, The Netherlands.

## AGENDA

1. Call to order and opening.
2. Minutes.
3. Annual Report, approval of the annual accounts and the final dividend for the financial year 1998; resolution to discharge from liability.
4. Transamerica Corporation: Information and resolutions.
  - 4.1 Information.
  - 4.2 Resolution to issue common shares to be paid out of the General Surplus Fund.
  - 4.3 Notification of the possible appointment of a member of the Executive Board.
  - 4.4 Announcement of the possible increase in the number of Supervisory Board members by one person in 2000.
5. Resolution to determine the less of Supervisory Board members.
6. Notification of the intended reappointments of two members of the Supervisory Board as of 29 April, 1999.
7. Vacancies in the Supervisory Board in 2000.
8. Designation as referred to in Article 5, paragraphs 1 up to and including 4, of the Articles of Incorporation.
9. Authorization as referred to in Article 4, paragraph 14 of the Articles of Incorporation.
10. Announcements.
11. Questions and adjournment.

The agenda, together with explanatory notes, the annual accounts and the Annual Report 1998 with the additional data required by law and the data and information required by law with respect to the candidates nominated for appointment as members of the Supervisory Board are deposited for inspection as from today until the end of the Meeting at the AEGON Head Office in The Hague, at Bank Labouchere N.V. in Amsterdam and at Bank Labouchere, London Branch, 14 Buckingham Street, London WC2N 6DF and are available free of charge to any shareholder upon request.

Holders of shares to bearer or their proxies shall be admitted to the Meeting upon production of proof that their share certificate or, respectively, their mandatary's share certificates have been deposited at the office of an authorized institution as indicated in the Listing Regulations of the Amsterdam Exchanges N.V. A proxy must show the written mandate. The filing of the documents should have taken place, at the very latest, on or by 23 April, 1999. Holders of registered shares will be sent the agenda with explanatory notes and annexes, as well as a request form for an admission ticket. They, or their proxies, should have informed the Company, in writing, by 23 April, 1999 of their intention to attend the Meeting.

## The Executive Board

The Hague, 7 April, 1999  
50 Marijshoeveplein

**AEGON**  
Insurance Group

U.S. \$100,000,000  
**SBAB**  
Statens Bostadsfinansieringsaktiebolag, SBAB  
100% owned with limited liability in the Kingdom of Sweden  
Subordinated Floating Rate Notes due October 2002  
Notes are hereby given that for the six months interest period from April 7, 1999 to October 7, 1999 the Notes will carry an interest rate of 5.25% per annum. The interest payable on the relevant interest period ended October 7, 1999 will be U.S. \$123.22 and U.S. \$2,864.75 respectively for Notes with denominations of U.S. \$5,000 and U.S. \$100,000.  
By The Chase Manhattan Bank  
London, Agent Bank  
April 7, 1999

US\$300,000,000  
Compagnie Bancaire  
Swiss Bank Corporation  
Notice dated 2002  
For the period from March 1, 1999 to March 31, 1999, the bank will carry an interest rate of 5.25% per annum. The interest payable on the relevant interest period ended March 31, 1999 will be U.S. \$123.22 and U.S. \$2,864.75 respectively for Notes with denominations of U.S. \$5,000 and U.S. \$100,000.  
For and on behalf of  
Credit Suisse Financial Products  
by Agent Bank  
**PARIBAS**  
London, Agent Bank  
April 7, 1999

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Financial Times



## COMPANIES &amp; FINANCE: UK

PHARMACEUTICALS MERGER COMPLETED TO CREATE GROUP WITH £53BN MARKET CAPITALISATION

## Investors support AstraZeneca link

By David Pilling in London and Nicholas George in Stockholm

Europe's biggest merger was completed yesterday after shareholders overwhelmingly approved the combination of AstraZeneca of the UK with Astra of Sweden to form one of the world's largest drug companies.

AstraZeneca, which will have its headquarters in London, will be the fifth largest company in the UK, with a market capitalisation of about £53bn (£85bn), and will make up 4.3 per cent of the FTSE 100 index by value.

According to data from IMS Health, which measures prescription drug sales, the new group would have had a combined global market share of 4.3 per cent last year, narrowly pipping UK rival Glaxo Wellcome, as well as Novartis of Switzerland and Merck of the US, to the top slot.

The new company's immediate challenge will be to ride out the patent expiry of two important drugs, including Losec, Astra's anti-ulcer agent that achieved sales of \$4.4bn last year. Losec, the best-selling drug ever, begins

to lose its patents from 2002. Tom McKillop, chief executive, said the company had 14 patents to protect Losec and generic products would have to cross a "legal minefield" to challenge it. He said data for perparazole, an ulcer drug the company claims is significantly better than Losec, would be available in the second half after it is filed for approval in the US "in the early summer".

The shares fell 91p to £29.45 yesterday, but analysts said this was a normal "technical correction" after a squeeze on the stock ahead

of the deal's completion.

The company announced the first tier of 100 senior management appointments yesterday, which Dr McKillop said had been determined on merit and not through a UK-Swedish quota system. Several thousand jobs would be announced by June 1, he said.

As well as perparazole, the company had two strong cardiovascular products coming through as well as a promising anti-thrombin for blood clots. Proceeds from these products, as well as annual cost cuts of \$1.1bn in three

years, would protect post-Losec profits, he said.

The company would also seek to buy in at least one non-hospital drug from a biotechnology group.

Hakan Mogren, the resigning chief executive of Astra who becomes joint executive deputy chairman of AstraZeneca, said the most difficult part of the merger would be adapting the cultures of the two companies. He said management hoped to exceed the announced annual savings.

See Page 16

## C&amp;W in UK cable talks with Telewest

By Christopher Price and Alan Lane in London and William Lewis in New York

Cable and Wireless confirmed yesterday it was considering a part-merger of its UK cable interests with Telewest Communications, respectively the first and second biggest cable groups in the country.

Both companies stressed that talks were preliminary, involving both the cable companies' large shareholders, as well as management. People close to the talks said the early and delicate state of them meant other options could be considered.

The statement said that "preliminary discussions" are being held between Cable and Wireless Communications, in which C&W holds 53 per cent, Telewest "and certain of their major shareholders concerning various corporate options."

These "may include, among other things, the transfer of various businesses of C&W and Telewest." The statement "emphasised that the current discussions are at an extremely early stage."

A tie-up between C&W and Telewest has long been rumoured in the cable industry, which has undergone rapid consolidation in the face of huge losses.

Under the plan being put forward by advisers to C&W, the telecoms group would take over C&W's corporate interests and hand its residential cable business over to Telewest. C&W, which is capitalised at more than £8bn (£9.7bn), would then be delisted. Merrill Lynch and Credit Suisse First Boston, the investment banks, and Greenhill, a financial boutique, are involved in putting the plan together.

However, people familiar with the talks said there were still difficult discussions ahead between C&W's shareholders, and separately between Telewest's shareholders, and then between all the parties.

It is understood C&W shareholders would be offered Telewest shares. A stalling point could be the amount of dilution Telewest shareholders might be willing to accept. Telewest big shareholders include AT&T and MediaOne. C&W's other significant shareholder is Bell Atlantic, the US group, with 18 per cent.

Any deal is likely to attract the attention of the competition authorities in London and Brussels. C&W shares rose 38 1/4p to 75 1/4p, C&W closed up 23 1/4p to 77 1/4p and Telewest advanced 15p to 296 1/4p.

## COMMENT

## Cable and Wireless

Is there no let up in the whirlwind of deals surrounding Cable and Wireless? Under Graham Wallace, the new chief executive, the telecommunications group seems as hyperactive as when Dick

deal-maker Brown was at the helm. Take the current list of mooted deals. In the UK, C&W is considering selling £100m-odd of assets, including its mobile phone operator and cable television business. Overseas, there is talk of pooling its international network with that of its foreign subsidiaries. Mr Wallace will need stamina to deliver all these deals. But he is right to try. With C&W trading at a 40 per cent discount to the sum of its parts, something is wrong. Closing that discount requires C&W to be more focused. Hence the mooted UK deals - and the ongoing disposal of Bouygues Telecom in France.

Selling mobile interests in territories where they are not meshed with fixed-line businesses confers another advantage. It allows C&W to focus investment on its international telecommunications side. Although less glamorous, this offers juicy returns. Global data communications revenues are growing by 40 per cent a year. Through its far-flung international network, C&W has the scope to reach business customers in Europe, Asia and the US. The problem is this network is not unified. C&W's two listed subsidiaries - Hong Kong Telecom and Optus of Australia - are outside it. Meshing the bits together will be tricky. C&W could not buy HKT even if it wanted to. But if Mr Wallace could find a workable structure, shareholders might have reason to cheer.

## Reed Elsevier

To get close to hooking a big fish of a chief executive, then to lose him and have to tell this to the market is painful stuff indeed. This is a terrible display of negotiating tactics on the part of Reed Elsevier. The Anglo-Dutch media group is left with egg on its face. Other candidates for the job will want a management under intense pressure to sign someone up. And investors will be concerned that whoever ends up leading the company was not the company's top choice.

In terms of image, it does not get much worse. Furthermore, the rumpus over the recruitment has led two Reed Elsevier directors to resign. Any head-hunters out there looking for the challenge of their life?

## Electra EGM to decide 3i bid

By Katherine Campbell

The outcome of 3i's hostile £1.25bn (£2bn) bid for Electra Investment Trust, its venture capital rival, will be decided at Electra's extraordinary general meeting next week.

3i said yesterday that it would withdraw its cash and paper bid, worth about 725p a share at last night's close, if Electra shareholders approved the trust's restructuring proposals. These include a tender offer for 40 per cent of the shares at 785p, followed by a sell-off of the assets over five years.

Electra, which has called its EGM for April 15, needs the support of 75 per cent of shareholders voting in person or by proxy.

3i's offer document had said that its bid was conditional on rejection of Electra's proposals. However, it also said it retained the option to waive that condition.

3i said yesterday that a "number of features", including proposals for enhanced remuneration of Electra managers, had dissuaded it from considering that alternative.

Analysts pointed out that if 3i proceeded after acceptance of the tender offer, it would need extra funding to cover the debt Electra would assume in order to finance it.

Electra shares eased up to 714p yesterday, while 3i's rose 1 1/4p to 629p.

The first closing date for the bid is April 21.

## Monument reveals approaches

By Theodor Barker

Monument Oil and Gas, the exploration and production company, yesterday revealed it had received preliminary approaches from a number of companies, believed to include Enterprise Oil and Lasso.

The shares, which had risen from a 12-month low of 32 1/4p in January, jumped 5p to 47 1/4p, valuing the company at about £420m (£672m).

However, the company said no firm proposals had been put forward.

The announcement followed comments from Tony Craven-Walker, Monument chairman, at the final results last month, when he said the company was investigating possible deals to improve shareholder returns.

He stressed yesterday that a full offer for the company was one possibility, but there were also a number of attractive opportunities to pool assets with others or even to buy assets.

Monument has about £25m of cash and could raise a further £250m for acquisitions.

Lasso and Enterprise Oil, whose talks to create a £3bn "super-independent" collapsed last week, both refused to comment.

Analysts said the announcement put Monument in play. They said a buyer would probably have to pay more than 60p a share to take control.

Lasso is regarded as the most likely bidder for Monument.

The operations of the two companies would overlap in Liverpool Bay where a combined business would control 45 per cent of the oil and gas field and have more influence with Broken Hill Proprietary, the Australian resources group which operates there.

## Biotechnology venture formed

By Virginia Marsh and Richard Rivlin

Two of the best-known names in UK biotechnology are coming together to form a venture that will invest in the sector around the world.

Chris Evans, the entrepreneur behind Tosd, Chiroscience and other technology companies, and Jeremy Curnock Cook, head of the Rothschild Bioscience Unit (RBU), are to become executive chairman and chief executive respectively of Merlin Bioscience. The company, which will cover Europe, North America and Australia, will have one of the largest teams in the world dedicated to investing in biotechnology, and will run venture capital and investment management operations.

It will also assume the management contract for International Biotechnology Unit, the quoted fund run by Mr Curnock Cook's team at Rothschild.

Merlin Bioscience will be a merger of Merlin Ventures



Chris Evans (left) with Jeremy Curnock Cook

Colin Ebers

is expected to rise to £250m following the formation of a second Merlin fund, announced last month, which hopes to raise £100m mainly for later stage European bioscience investments.

Until now, Merlin had mainly concentrated on seed and early stage investments in Europe while RBU has tended to target later stage companies, around the world.

"Now, we will cover the whole waterfront from lab bench to late stage," said Mr Curnock Cook. "We also expect a considerable amount of consolidation in the sector in the next five years. Spanning three continents will help us identify such opportunities, in coming together ourselves, we are showing the way."

The move follows the announcement last month that merger talks between IBT and Biotechnology Investments Limited, an offshore investment company also managed by RBU, had failed.

and key individuals from RBU, formed in 1981. Mr Curnock Cook, who has headed the unit since 1987 and is also an executive director of Rothschild Asset Management, will stay on at

Rothschild until regulatory approval for the new company has been obtained, probably in the summer. It will begin with about £160m (£241m) in funds under management but this

## Tie Rack agrees Italian offer

By Peggy Hollinger

Tie Rack, the specialist retailer born in the 1980s boom, yesterday agreed to a £23.6m (£36m) cash offer from one of its main suppliers, the family-owned scarf and necktie manufacturer, Frangi Investments of Italy.

Shareholders representing 42.6 per cent of the group have pledged to sell their holdings to Frangi, regardless of a higher offer. This includes Vadeb, the Swiss

trust which backed Tie Rack 17 years ago with a \$800,000 investment. It will realise £8.3m, but has agreed to land £1.97m to the new company that will run Tie Rack.

The deal, which pays investors 43 1/4p a share against last week's closing price of 38p, brings to an end Tie Rack's turbulent 12 years as a listed company. It was one of the most expensive companies ever to come to the stock market when it listed just months before the

crash of 1987 - at a multiple of 31.5 times earnings.

Over the past 13 years it has only risen above its 145p debut price for less than three years, although it has been one of the few niche retailers to have survived the recession. Most recently, it has fallen victim to the UK consumer slowdown and the financial crisis in south-east Asia. The company had been poised to announce 1998-99 losses of £7.5m.

Roy Bishko, Tie Rack's

founder and chairman, and his management team will reinvest for a 20 per cent stake. Frangi will share the management of Tie Rack, appointing its international director, Simone Frangi as co-chairman with Mr Bishko. Mr Frangi said the plan was to revitalise Tie Rack by offering different products in its various markets. It operates 438 outlets in 30 countries. Robert Fleming is advising Frangi, with HSBC acting for Tie Rack.

## RESULTS

		Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding dividend	Total for year	Total last year			
Development Securities	to Dec 31 *	37.4	(30.9)	30	(12.4)	68.7	(42)	3.3	July 7	2	3.3	3
Diablo Head	to Dec 31 *	10.2	(8.51)	0.277	(0.382)	1.84	(2.76)	0.6	May 7	1	1.2	1.8
Walker Greenbank	to Jan 31 *	74.4	(66.2)	33.19	(7.846)	36.822	(5.08)	2	July 8	2.4	2	3.7

Earnings shown last. Dividends shown first. Figures in brackets are for corresponding period. \*Comparatives restated. @All-in stock. @After exceptional charge. @After tax and capital gains.

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. \*Comparatives restated. †AIM stock. ‡After exceptional charge. §After exceptional credit. ¶In increased capital. ††On reduced capital.

Financial Times Surveys

## Copper Industry

Monday May 17

For further information, please contact:

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FINANCIAL TIMES  
No FT, no comment.

## Annual General Meeting of Shareholders

The shareholders of AB ELECTROLUX (publ) are invited to participate in the Annual General Meeting of the Company on Tuesday, April 27, 1999, at 5 p.m. in the Berwald Hall, Strandvägen 69, Stockholm, Sweden.

## Attendance at the meeting

Shareholders who intend to participate in the AGM must be registered in the Company's share register kept by Värdepapperscentralen VPC AB (Swedish Securities Register Center), not later than Friday, April 16, 1999.

In addition, notice of intent to participate must be given to Electrolux not later than 4 p.m. on Thursday, April 22, 1999, by mail to AB Electrolux, C-J, SE-105 45 Stockholm, Sweden, or by telephone at +46 8 738 6793 or +46 8 738 6338, or by fax at +46 8 656 2668, or via internet [www.electrolux.com/agm](http://www.electrolux.com/agm)

Notice should state the shareholder's name, registration number, if any, address and telephone number. Shareholders may vote by proxy, which should be submitted to the Company in good time prior to the AGM.

Shareholders, whose shares are registered through banks or trustees, must have their shares registered in their own names in order to participate in the AGM. To facilitate this registration in the share register kept by VPC, shareholders should request re-registration well in time before April 16, 1999.

## Agenda

1. Election of Chairman at the meeting
2. Compiling and approving a voting roll
3. Approval of the agenda
4. Election of two minutes-checkers
5. Resolution on whether the meeting has been properly convened
6. Presentation of the Annual Report and Accounts and the Report of the Auditors as well as of the Consolidated Accounts and the Report of the Auditors with respect to the Group, for the financial year 1998
7. Speech by the President

8. Resolution on adoption of the Profit and Loss Statement and the Balance Sheet as well as the Consolidated Profit and Loss Statement and the Consolidated Balance Sheet, for the financial year 1998
9. Resolution on dispositions in respect of the Company's profit as shown in the adopted Balance Sheet
10. Resolution on discharge from liability of the Directors and the President
11. Resolution on determination of the number of Directors and Deputy Directors to be elected
12. Resolution on determination of the fees payable to the Board of Directors and the Auditor
13. Election of Directors and Deputy Directors
14. Resolution on amendment of the Articles of Association
15. Election of Auditor

## Dividend and record day (item 9)

The Board of Directors has proposed a dividend of SEK 3.00 per share. The Board of Directors has proposed April 30, 1999 as record date for the dividend. Subject to endorsement of this proposal, dividends are expected to be paid by the VPC, on May 7, 1999.

## Amendment of the Articles of Association (item 14)

The Board's proposal for amendment of the Articles of Association is required under the new provisions in the Companies' Act, which came into force on January 1, 1999. The amendments involve in effect that

- the term of office of the Auditor be deleted (§7),
- the present provision for the time of notice of a General Meeting be deleted and the way of notice be changed implying that a notice shall be inserted in the Official Gazette (Post- och Inrikes Tidningar) and in Dagens Nyheter and Svenska Dagbladet or any other daily paper with nation-wide coverage (§9),

- a provision on pre-registration of attendance of advisors, if any, be introduced (§10),
- the provision on the opening of a General Meeting be deleted,
- new items of business regarding approval of the agenda for the Meeting and determination of the number of Directors and Deputy Directors, respectively, be introduced to appear on the agenda of an Ordinary General Meeting (§11).

## Proposal for Directors' fees, election of Directors and Auditor (items 12, 13 and 15)

Shareholders representing more than 30 per cent of the voting rights of all the shares in the Company have declared that they, with respect to Directors' fees and Auditor's fees, respectively, and election of Directors and Auditor will vote for the following proposals:

- The Directors' fees totalling SEK 3,000,000 to be allocated by the Board of Directors among themselves, and the Auditor's fees be paid on open account,
- Re-election of the Directors Rune Andersson, Peggy Bruzelius, Thomas Halvorsen, Louis R. Hughes, Nobuyuki Idei, Stefan Persson, Michael Treschow, Karel Vuursteen and Jacob Wallenberg.
- New election of the auditing company KPMG Bohllins AB for the period up to the end of the Ordinary General Meeting to be held during the financial year 2002.

THE BOARD OF DIRECTORS  
Stockholm in April, 1999

 Electrolux



## MANAGEMENT INTERNAL COMMUNICATION

## Workers on the suggestion line

US companies can swap a wooden box for a telephone service to collect bright ideas, says Nikki Tait

Three years ago, American Freightways, an Arkansas haulage company, had a little wooden "suggestions box". Its 13,500 staff dropped in about one offering a month.

But things have changed. It now has a contract with an out-sourced, telephone-based employee feedback service - and receives 300 calls a month from its workforce.

Suggestions have ranged from how to maintain equipment to the best way to bid for work on certain routes. "All people have to do is pick up a phone - it has been very beneficial," says Mr John Sherman, vice-president for "people management".

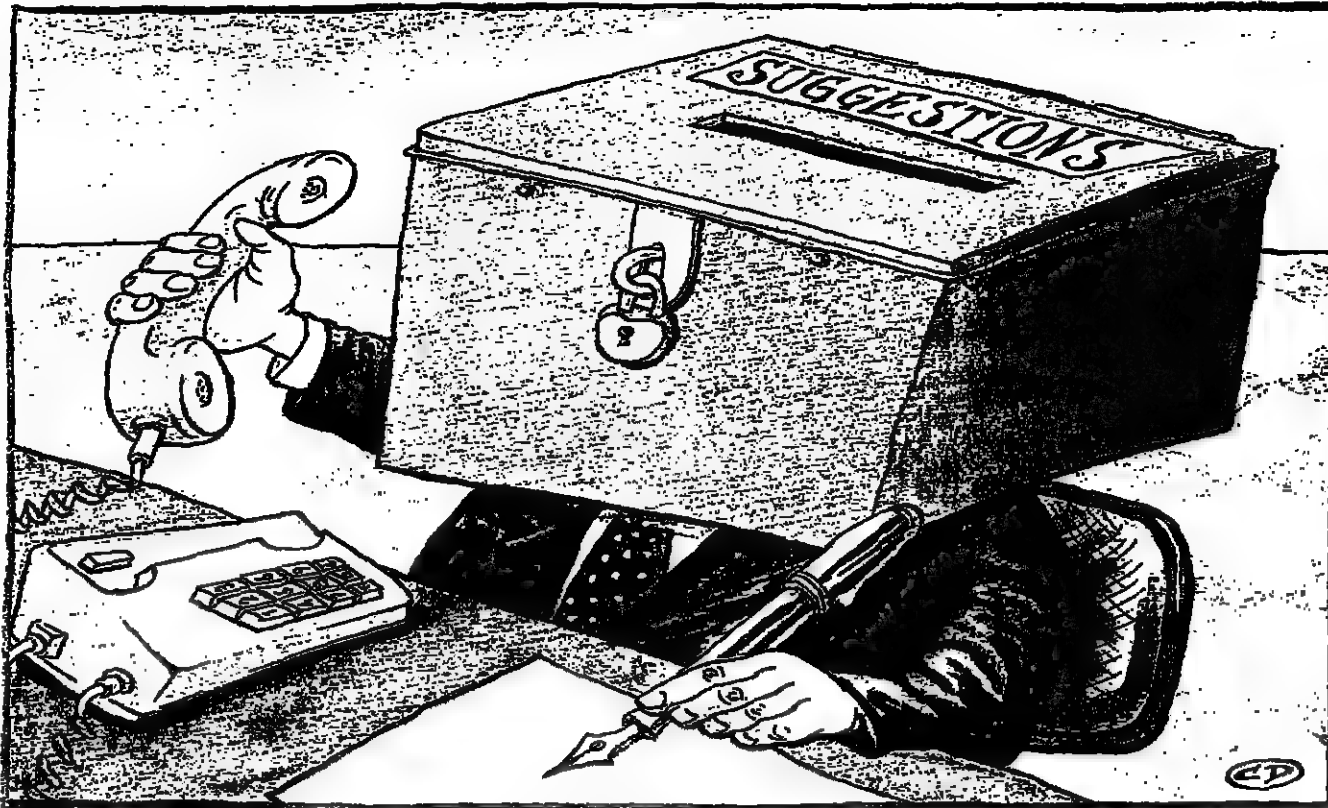
The person behind in Touch is Peter Lillenthal, a Minneapolis businessman. The concept is simplicity itself, yet clients as varied as Pillsbury, Chase Manhattan, Arthur Andersen Consulting and Coca-Cola have nothing but praise.

In Touch provides a freecall number, which the client's employees can dial at any time. Messages are then transcribed - verbatim - and forwarded to the company's executives within one working day.

For companies with 5,000 employees or more, in Touch will provide a monthly breakdown of calls, highlighting areas of concern, and so on. It can also provide some foreign-language services - Spanish, for example.

It is successful, says Mr Lillenthal, partly because the service is independent and, unlike typical in-house systems, callers can remain anonymous.

The uses made of it vary considerably. Some chief executives have recorded a message on the freecall number about an issue to solicit opinion. The service has also been used to elicit employee commentary in particular



circumstances: Rite Aid, the drug-store group, used it after a big acquisition to try to assess the issues of concern to its newly acquired workforce.

Most companies, though, leave their workers to volunteer the subject - with the result that calls range from personnel and organisational matters to suggested business improvements.

But what is to stop disgruntled staff abusing the service by reporting incorrect information, or trying to land a colleague in trouble? Worse, what if employees banded together to send a series of messages intended to mislead managers?

That, admits Mr Lillenthal, is a frequent worry among prospective customers - but one that usually proves unfounded.

"Those kinds of calls are extremely rare. Believe it or not, employees by and large care about the companies they work for," he says.

Client companies tend to agree. At American Freightways, which introduced the service in 1997, Mr Sherman admits: "You will occasionally get someone who has a point they want to make and they will lead the system." But, he says, the underlying issue is usually fairly easy to unearth and probably worth addressing anyway.

Karen Gustafson, head of employee communications at Pillsbury, the food company, says that where individuals are targeted for criticism, the company just "discreetly investigates".

Having watched tens of companies implement the system, Mr

Lillenthal says it is almost impossible to predict what the response will be. But he notes that there is often a quiet interval at the outset, while employees wait to see whether messages will be taken seriously. That is followed by a period when minor, bottled-up grievances emerge. Finally, once the system is established, the number of calls typically falls away, and their value increases.

This, too, is confirmed by clients - although Pillsbury, which began using the service in the early 1990s, shortly after it was acquired by Britain's Grand Metropolitan, says it still receives about 50 calls a month.

Mr Lillenthal has a couple of tips for anyone introducing the system. First, make sure the service is relatively unrestricted, and not advertised as a

"complaint" line. Second, convince workers that calls will be taken seriously. American Freightways, for example, promises to get back to all employees who leave their name within 10 days. Executives to whom the messages are forwarded are given five days to respond. Pillsbury makes a point of publicising the most relevant messages, together with responses, via its in-house newspaper or internal e-mail system.

Perhaps the final benefit is that, as management tools go, this one is not particularly costly. In Touch charges a flat \$3 per employee, so a company with 10,000 employees would pay around \$30,000 a year.

As Mr Lillenthal puts it: "That's the sort of money some spend on the company picnic."



LOUISE KEHOE  
IN SAN FRANCISCO  
EAGLE EYE

## Clippy faces his come-uppance

Ammunition is at hand for the army of PC users exasperated by Microsoft's onscreen assistant

Do you want to strangle Clippy? If so, you are not alone. Clippy, formally known as the "Office Assistant", is the bug-eyed, paper-clip character who pops up on your computer screen every time you try to write a letter using Microsoft Word. Far from assisting, he is usually an annoying interruption.

Worse, Clippy makes PC users feel inadequate, forever popping up to ask if you need "help" - implying that you are incapable of producing a text document without instructions. Indeed, this incessantly cheery figure may well be responsible for much of the anti-Microsoft sentiment prevalent among computer users these days.

But help is at hand. ZDnet, one of the best high-tech news web sites, is running a "Kill Clippy" feature that offers ways to subdue the little tyrant, or if you are really serious, annihilate him.

For Kill Clippy instructions go to [www.zdnet.com/killclippy](http://www.zdnet.com/killclippy).

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On the subject of irritating software, the Melissa virus has been creating lots of headaches. It is always tempting to dismiss

virus scares as the promotional efforts of anti-virus software sellers, but Melissa really is bad news. It signals the increased sophistication of viruses that pose serious computer security threats if they go unchecked.

Melissa, like several earlier "macro" viruses, is carried in a Microsoft Word document that is transmitted via e-mail and is activated when the document is opened.

However, in an ominous new development, Melissa then accesses files in another program: the Microsoft Outlook e-mail client software. The virus reads e-mail addresses from Outlook and replicates itself by sending the infected document to these people.

It is this ability to access data from other applications that has worried experts. Imagine the effects if confidential files were read by a virus and transmitted to unknown parties.

Analysts at Current Analysis, a US industry research group, suggest Melissa could just as easily have been programmed to access documents and send them to a predetermined address, rather than the e-mail list of the victim.

In this way viruses could be used as electronic "secret

agents", snooping through computer files and transmitting them to competitors, enemies or even blackmailers, without the knowledge of their victims.

The good news is that Melissa was detected very quickly and antidotes were available within a few days. Less than two weeks after the virus got "into the wild" the epidemic now seems to be under control.

But Melissa has sounded a warning that no computer user can afford to ignore. Maintaining up-to-date virus protection is imperative, but as this new virus has demonstrated, that may not be sufficient.

But what else can an internet user do? Encrypting sensitive files may be a sensible precaution. Ask yourself what the costs would be if a file stored on your PC were to be "published" without your consent.

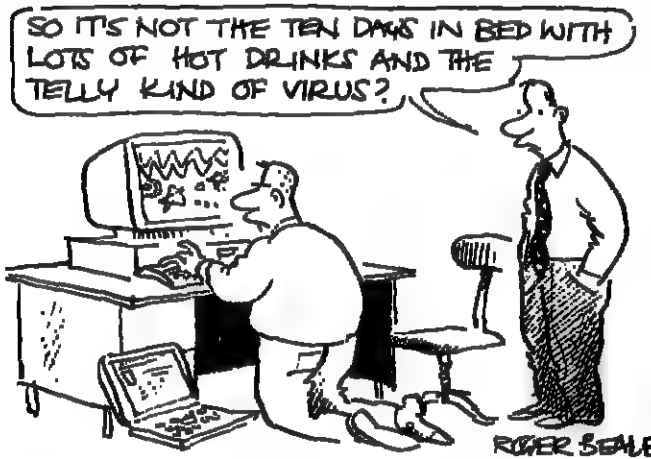
It might be a list of employees' salaries, or a private letter.

For businesses, maintaining corporate network security looks like consuming a much bigger slice of IT budgets.

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Who owns you? Or to put it more precisely, who owns your digital identity?

On the internet, your digital identity, or "digitalme" as Novell calls it, is defined by



information you share freely with web site operators as well as your "habits" - web sites you "bookmark", those you visit most frequently, documents you choose to read and how long you spend reading them, as well as advertisements you respond to.

Together, this data creates a profile of great value to marketers. If you have visited several automobile web sites recently, the chances are high that you are interested in buying a new car. If you consistently read all the news about internet companies, you may well be an investor who uses online brokerage services.

But do you want to receive marketing material aimed at your digital identity, or would you prefer to keep your interests private? Putting that decision in the hands of the consumer is the goal of "digitalme".

Novell, the networking software company, is proposing a system that enables consumers to create "meacards" - trading cards that contain personal information. Users may choose to share these cards, in much the same way that business cards are exchanged, or they might prefer to withhold certain aspects of their digital identities. This is a practical approach to

the issue of internet privacy. Rather than assuming an adversarial relationship between businesses and consumers, as the European directive on digital privacy would imply, Novell is attempting to create a system that would enable consumers to share their personal information only when they choose to - perhaps because they are searching for a particular product.

Novell has built "digitalme" on its network directory technology, which was traditionally used to list all the users of a computer network. Creating lists of network users with matching attributes has become an important element of internet marketing.

The company will test its approach among consumers, businesses and software developers over the next few months.

With luck, technology may triumph over politics and enable a practical solution to the burning issue of personal privacy on the internet.

Share your views in the Eagle Eye discussion group on the FT web site ([www.ft.com](http://www.ft.com)) or contact Louise Kehoe by e-mail on [lkehoe@ft.com](mailto:lkehoe@ft.com)



JOHN W. HUNT  
ADVISES

## Schmooze your way to success

The importance of networking cannot be underestimated and although difficult, its skills can be learnt

Dear Professor Hunt, I have just had my annual appraisal. For the third year in a row my boss has told me that I need to network, which is something I have never understood the point of, or the need for. In addition, I am rather shy and would in any case find this sort of activity particularly stressful. What is the point of networking, and if I am to implement my boss's advice effectively, is there anything I can do to make it easier for myself?

If you think about it, any organisation relies on the interaction of individuals to function. These interactions create networks.

Most theories about how these relationships are maintained refer to common objectives, shared values, rules, regulations, inter-dependencies. But while we speak about "the firm" or "the ministry" or "the United Nations" as though these are tight, cohesive units of co-operating individuals, they are, in fact, rather loosely networked social systems. Your firm is no exception.

What holds people together is shared expectations about how they should behave. These evolve in any mix of people and are essential to what we call civilised behaviour: whereby the shared interests of the collective are paramount. Some of these expectations are quite explicit and formally documented. Others are more implicit, but refer to quite specific behaviours such as how we treat each other.

Most of the time we are not conscious of these agreements until someone violates one of them. This is one reason hostile takeovers are so hurtful. Predator companies violate one of the unarticulated but fundamental codes of a civilised society: that adults do not attack each other's interests in a barbaric way.

What sustains these expectations are the networks of relationships among the people involved. Historically and statistically, the necessity to learn the more subtle rules of the game required interaction with no more than about 150 people. Companies were analysed as closed, or bounded, networks of a finite number of people.

Employee mobility and information technology have changed this picture. Traditional barriers to accessing networks - such as hierarchy, age, gender, education, nationality - have been eroded. We have all become entangled in multiple networks, each with its explicit and implicit codes of expected behaviours. Interactions between individuals may be conducted face to face, electronically, over the phone or in writing.

The consequences are daunting. But if you want to pursue a career within this infinite network, you have no choice other than to play the networking game.

Second, the power of formal networks to dominate the way we behave at work is weakening. Often the powerful expectations come from professional colleagues or clients or sub-contractors, to whom an individual often feels more committed than their current employer.

A third consequence is the

change from servicing a few, stable networks based on face-to-face communication to maintaining many.

Fourth, many of these extended networks depend almost entirely on implicit agreements which many people find stressful. So, learning to network means learning to "wing it", to "schmooze", to tolerate uncertainty and ambiguity. And, unlike the traditional face-to-face relationships of inter-firm interaction, the consequence of ignoring the implicit agreements of these often remote relationships is unclear.

We do not need major research to know that the people who thrive in this world are social animals whose focus is "out there", and the people who hate it are introverts whose focus is "in here".

Of course, some people refuse to participate in the networking game. They argue that active networking is the scourge of the mediocre; that insecure people network with other more impressive individuals to establish their identity; and that networkers mistake quantity of relationships for quality.

So, given that networking is important, how might you improve your skills? First, you need to accept that technology has transformed networks - so use the technology.

You can also develop your face-to-face networking by attending conferences, joining professional associations, and taking courses. The first public steps will be difficult. But boldness pays dividends. Walk up to a group and introduce yourself. Ask questions about them. If you see people who may be more interesting, excuse yourself and move on.

Remember, your objective is to make contacts, share experiences and information. Use your business cards, and ask for theirs. Follow up next day and try to keep open the relationships you find interesting.

If you wish to extend your links to unfamiliar networks, the process requires preparation. You need to identify significant people within the network. Write to a couple of these names and ask to see them. Take the initiative by suggesting in your letter that you will call them to set up a meeting. Avoid presenting yourself as an imposition. For example, say you are interested in their view of the industry instead of saying you are looking for a job.

Many may reject you and you might find yourself unable to set up a face-to-face meeting. But persist - you will crack it eventually.

When you do, ask them for two more names of people you should talk with to hear alternative views. These two names then become your next step in unravelling this network. Again, you secure a meeting. But this time it is easier because you write and, ideally, talk to your contact and tell them that Mr X, your first contact, suggested you talk to them. I have referred to this practice as skateboarding. The skill in networking is to ride on someone else's board.

None of this is easy, though. Every step forward you take, you will get the impression you are going back four. But, unlike some skills, networking can be learnt.

John W. Hunt is Professor of Organisational Behaviour at London Business School and a consultant to private and public sector clients. This column appears fortnightly.

# Corporate radar.



## EURO PRICES

## EQUITIES

## Wall Street and peace hopes lift bourses

## EUROPEAN OVERVIEW

By Khazem Merchant

Euro-zone markets enjoyed a flying start to post-Easter trading, helped by overnight news from Wall Street, which closed above 10,000 for the second time, and signs of a cessation of hostilities in Kosovo.

The euro also gained strongly after its recent

weakness against the dollar. Yugoslavia's announcement of a ceasefire, which was later rejected by the US and UK, fuelled a sharp price rise, especially in Germany where the sluggish economic outlook had subdued prices.

The euro-zone telecoms sector was one of the strongest, gaining 3.88 per cent on continuing consolidation.

The German telecoms operator Mannesmann

firmed after its takeover at the weekend of rival long-distance provider Oteco Communications. Mannesmann's share price moved up sharply to €130.

The FTSE Eurotop 300 index of Europe's leading stocks rose 13.77 points, or 1.05 per cent, to 1274.34.

The FTSE Eblor index of shares in euro-zone countries gained 36.37, or 1.24 per cent, to 2,967.24.

Autos (up 2.30 per cent) and diversified industrials (2.31 per cent) were among the better performers.

Insurance also did well, up 2.07 per cent after its recent sluggish performance.

Salomon Smith Barney said in a report that the insurance sector has underperformed its SSB Europe index by 8 per cent in the year to date.

"M&A activity that has

taken place so far this year has not provided a positive catalyst to valuation, although the speculation of possible corporate activity in Italy has driven its share ahead of where we believe fundamentals warrant."

Its share price rose after Banca Intesa revealed it held a 2.25 per cent stake in the insurer.

French stocks gained strongly, underpinned by recent sluggish economic data that analysts said may tip the European Central Bank into cutting interest rates tomorrow.

However, French consumer confidence figures yesterday belied the recent macro-economic statistics, suggesting investors are likely to continue to favour French equities.

Utilities bucked the trend, with water (-3.71 per cent) and gas (-2.87) both down strongly.

## CURRENCIES &amp; MONEY

## EURO SPOT FORWARD AGAINST THE EURO

Apr 6		Closing bid-off	Change on day	Hedger's option	Day's bid-off	One month	Three months	Six months	One year
Germany		161.5500	-11.1777	911 - 328	26.1650	26.2275	26.4700	-1.7	36.7420
France	(RM)	7.5115	-0.0011	322 - 347	7.4347	7.4282	7.4341	-0.4	7.4594
United Kingdom	(£)	255.040	-0.0080	911 - 178	255.0000	254.8500	253.9417	-7.8	253.7750
Italy	(Fiori)	238.920	-0.0080	730 - 117	235.2500	234.2500	235.7370	-13.1	242.1600
Netherlands	(Guilder)	3.3450	-0.0010	371 - 469	3.3325	3.3250	3.3715	-1.2	3.4175
Spain	(Ptas)	13.717	-0.0010	117 - 171	13.6977	13.6950	-	-	-
Sweden	(Lira)	159.7420	-75.7670	371 - 672	-	-	-	-	-
Switzerland	(Franc)	27.4725	-0.0020	120 - 330	26.2525	27.1797	-	-	-
Belgium	(Franc)	44.9800	-0.0047	106 - 166	44.9700	45.3274	-	-	-
Australia	(Dollar)	0.8222	-0.0011	847 - 856	0.8200	0.8200	0.8225	-0.1	0.8240
Japan	(Yen)	1.5952	-0.0010	1595 - 1595	1.5950	1.5950	1.5950	-	1.5975
US Dollars	(¢)	0.6979	-0.0072	705 - 772	0.6790	0.6890	0.5780	-0.3	0.6820
UK Pounds	(£)	1.0701	-0.0010	730 - 765	1.0700	1.0704	-	-	-
Argentina	(Peso)	1.8991	-0.0010	1899 - 1922	1.8775	1.8921	-	-	-
Canada	(¢)	0.7191	-0.0015	192 - 200	0.7220	1.0994	1.0216	-0.0	1.0536
India	(Rupee)	16.1587	-0.0257	1600 - 1610	16.2283	10.1430	10.1790	-20.0	10.8900
Malaysia	(Ringgit)	1.7012	-0.0040	728 - 734	1.7000	1.6791	1.6791	-2.1	1.6916
Indonesia	(Rupiah)	-	-	-	-	-	-	-	-
Australia	(A\$)	1.7149	-0.0010	130 - 159	1.7120	1.6864	1.7177	-0.0	1.7320
Germany	(DM)	2.8402	-0.0020	280 - 284	2.8382	2.8202	2.8000	-0.2	2.8095
Italy	(Lira)	45.5500	-0.0010	455 - 460	45.4425	45.4255	45.4234	-0.1	45.4550
Japan	(Yen)	161.5500	-11.1777	911 - 328	161.5500	161.5500	161.5500	-	161.5500
United Kingdom	(£)	255.040	-0.0080	911 - 178	255.0400	254.8500	253.9417	-7.8	253.7750
France	(Fiori)	238.920	-0.0080	730 - 117	235.2500	234.2500	235.7370	-13.1	242.1600
Netherlands	(Guilder)	3.3450	-0.0010	371 - 469	3.3325	3.3250	3.3715	-1.2	3.4175
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US Dollars	(¢)	0.6979	-0.0072	705 - 772	0.6790	0.6890	0.5780	-0.3	0.6820
UK Pounds	(£)	1.0701	-0.0010	730 - 765	1.0700	1.0704	-	-	-
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Sweden	(Lira)	159.7420	-75.7670	371 - 672	-	-	-	-	-
Switzerland	(Franc)	27.4725	-0.0020	120 - 330	26.2525	27.1797	-	-	-
Belgium	(Franc)	44.9800	-0.0047	106 - 166	44.9700	45.3274	-	-	-
Australia	(Dollar)	0.8222	-0.0011	847 - 856	0.8200	0.8200	0.8225	-0.1	0.8240
Japan	(Yen)	1.5952	-0.0010	1595 - 1595	1.5950	1.5950	1.5950	-	1.5975
US Dollars	(¢)	0.6979	-0.0072	705 - 772	0.6790	0.6890	0.5780	-0.3	0.6820
UK Pounds	(£)	1.0701	-0.0010	730 - 765	1.0700	1.0704	-	-	-
Argentina	(Peso)	1.8991	-0.0010	1899 - 1922	1.8775	1.8921	-	-	-
Canada	(¢)	0.7191	-0.0015	192 - 200	0.7220	1.0994	1.0216	-0.0	1.0536
India	(Rupee)	16.1587	-0.0257	1600 - 1610	16.2283	10.1430	10.1790	-20.0	10.8900
Malaysia	(Ringgit)	1.7012	-0.0040	728 - 734	1.7000	1.6791	1.6791	-2.1	1.6916
Indonesia	(Rupiah)	-	-	-	-	-	-	-	-
Australia	(A\$)	1.7149	-0.0010	130 - 159	1.7120	1.6864	1.7177	-0.0	1.7320
Germany	(DM)	2.8402	-0.0020	280 - 284	2.8382	2.8202	2.8000	-0.2	2.8095
Italy	(Lira)	45.5500	-0.0010	455 - 460	45.4425	45.4255	45.4234	-0.1	45.4550
Japan	(Yen)	161.5500	-11.1777	911 - 328	161.5500	161.5500	161.5500	-	161.5500
United Kingdom	(£)	255.040	-0.0080	911 - 178	255.0400	254.8500	253.9417	-7.8	253.7750
France	(Fiori)	238.920	-0.0080	730 - 117	235.2500	234.2500	235.7370	-13.1	242.1600
Netherlands	(Guilder)	3.3450	-0.0010	371 - 469	3.3325	3.3250	3.3715	-1.2	3.4175
Sweden	(Lira)	159.7420	-75.7670	371 - 672	-	-	-	-	-
Switzerland	(Franc)	27.4725	-0.0020	120 - 330	26.2525	27.1797	-	-	-
Belgium	(Franc)	44.9800	-0.0047	106 - 166	44.9700	45.3274	-	-	-
Australia	(Dollar)	0.8222	-0.0011	847 - 856	0.8200				











## COMMODITIES &amp; AGRICULTURE

METALS NEW OFFERING DUE TO BE LAUNCHED IN JULY OR SEPTEMBER

## LME index contract will target investment funds

By Gillian O'Connor  
Mining Correspondent

The London Metal Exchange is targeting investment funds with the launch of its new metals index contract, scheduled for July or September this year.

These funds are sometimes blamed for increasing the volatility of metal prices, and hence the earnings and share prices of mining

shares. But David King, LME chief executive, said it welcomed investment funds. If they provided extra liquidity for the market and did not cause excessive volatility.

Most LME business still comes from trade users, but the proportion has fallen from 90 per cent to 70-75 per cent in recent years.

The new index contract will comprise aluminium,

copper, lead, nickel, tin and zinc, and will be weighted to reflect global production volumes and LME trade liquidity. Initial weights are: aluminium, 41.8 per cent; copper, 33.4 per cent; lead, 8.4 per cent; nickel, 2.0 per cent; tin, 1.0 per cent; and zinc, 13.4 per cent.

The index will have an initial value of 1,000, with a contract size of \$10,000, and will be cleared in cash. It

will be tradeable out to 12 months and options will be available from the outset.

The index, to be known as the LME index, will be based on the floor of the exchange during the unofficial "kerf" trading period, and in telephone trading at any time.

Hitherto investment funds have had the choice of trading in the underlying metals or using over-the-counter products. The LME

suggested yesterday that existing active users of OTC products may start to use LMEEX as well.

It may also become the accepted yardstick for base metal prices, and in due course be used as the basis for retail investment funds.

The exchange will not hesitate to intervene if it is worried that LMEEX is disrupting the underlying metal contracts.

Some metal traders, however, are not convinced there is a real need for the new contract, or that investment funds will adopt it. There are also some disagreements with the weightings accorded to different metals, and the compilation method.

"It looks as if it might appeal to general commodity investors. But I would expect the discretionary funds and technical funds to stay with

the individual metals," said Ted Arnold, minerals strategist at Prudential-Bache.

"Until we get an idea of the liquidity of the new contract, it is difficult to see what will attract funds away from the existing instruments," said Peter Richardson, head of commodity research at Warburg Dillon Reed. "The index will suppress volatility and the funds like volatility."

## Brazil's new coffee alliance

By Paul Solman

Brazil, the world's largest coffee producer, will inaugurate its new coffee trade group, the Council of Green Coffee Exporters of Brazil (Cocaf), on April 20.

The group is a joint venture between the country's two rival organisations, the Brazilian Association of Coffee Exporters (Abecaf) and the Brazilian Federation of Coffee Exporters.

Its launch is the first step towards a full merger of Abecaf and Febec, which would create one organisation to represent Brazil's coffee growers. Currently, the two rival groups each represent about half of the country's coffee output.

Until four years ago, Febec was Brazil's sole coffee trade organisation. Abecaf was established in 1996 after members broke away from Febec amid an argument over exports.

Febec had committed Brazil to quotas in an effort to limit world coffee supplies and support prices. But members of Abecaf favoured efforts to increase global coffee consumption.

Brazil produced about 9.2m tonnes in the year to March 1999, according to the International Coffee Organisation.

## Peruvian zinc mine recovers its shine as privatisation nears

To attract bidders for Cerro de Pasco, Centromin is trying to reduce the social and environmental problems, writes Sally Bowen

The high Andean mining town of Cerro de Pasco is as run down as ever. Pigs scuffle in piles of garbage amid depressing shacks; ragged children play in churned-up mud; the town's unpaved roads are a disaster of planning and upkeep.

It is not entirely the fault of Centromin, the state-owned mining company formed when Peru's leftwing military nationalised the once thriving US-owned Cerro de Pasco Corporation in 1973.

Cerro's fabulous zinc mine has drawn settlers to the barren and inhospitable plain, some 4,300m above sea level, throughout the 20th century.

Cerro's problems spiralled in the early 1990s, with a fresh flood of migrants from far-flung peasant farming communities, fleeing terror and violence.

Almost a fifth of Cerro's 60,000-plus population depend directly on the mine for their living; most of the rest live from the commercial activity it generates.

Yet neither the state nor Centromin has succeeded in improving their lot.

That could be about to change. On April 19, the Cerro de Pasco mine - the new, separate company is known as "Paragsha" - will

be privatised. Base price for the installations has been set at \$60m and the new operator will be required to invest another \$70m within five years.

Potential bidders include Cominco of Canada, Swiss-based Glencore, and Doe Run of the US, which acquired the vast metallurgical complex of La Oroya nearby in late 1997.

It had originally been planned to sell off Centromin's entire operations as one unit.

But the state mining and refining group - comprising seven mines, the La Oroya complex, four hydro and a railway - proved too large, the social and environmental realities too daunting, for one buyer to swallow.

At auction in May 1994, no bids were presented, although since then some of the individual units have found new owners.

Belatedly, and in advance of privatisation, Centromin has taken steps to appease the often hostile Cerro residents.

Some \$5.5m is going into improvements to roads, state-owned schools and studies for drinking water and sewage systems.

The new operator will still face social problems, but they will be fewer, says Jesus Vilca, general

manager. There have also been impressive efforts on the once disastrous environmental front.

Environmental pollution was blamed for deterring potential bidders in 1994.

Centromin is investing \$38.6m on cleaning up the polluted San Juan river, reorganising waste disposal and greening a landscape ruined through the decades.

Once yellow and clogged with tailings sediment, the river now runs clear; ducks dive for fish and frogs in the river.

Centromin is dredging the river bed, strengthening the banks and planting beds of rushes, and the recently polluted Lake Junin is clean again.

Men are digging trenches around the unsightly mining dumps, which leak acid water to pollute lakes and rivers. Canadian environmental consultants have temporarily solved the problem.

Centromin, which has assumed the environmental debt, will later build a modern water treatment plant, financed from a new, \$60m environmental reserve fund which has been created from past profits.

Other pre-sale investments have been made to enhance the mine. Last year's exploration programme pushed the mine reserves up by around 7m tonnes; unprecedented exploration drilling has been carried out further afield; and some \$5m in new machinery has been acquired for mine operations.



Peruvian presenter for the state-owned mining company is improving the lot of migrants at Cerro

the mine. Last year's exploration programme pushed the mine reserves up by around 7m tonnes; unprecedented exploration drilling has been carried out further afield; and some \$5m in new machinery has been acquired for mine operations.

Matagorda. At the edge of the huge open pit, it was for years a no-go area.

Some 250 migrant families had settled on the Centromin-owned land, building makeshift homes and resisting attempts to dislodge them.

Now, after protracted negotiations, homes have been bought and demolished, and residents have moved to other sites. Realistically, preparatory work could commence at the new open pit by July, says Mr Vilca.

Assuming a successful privatisation this month, developing Matagorda and consolidating the profitable mine - whose sales exceed \$100m a year - will fall to the new owner.

## COMMODITIES PRICES

## BASE METALS

LONDON METAL EXCHANGE  
(Prices from Associated Metal Trading)

IN ALUMINIUM, 100 TONNES (50 TONNES)

IN COPPER, 100 TONNES (50 TONNES)

IN LEAD, 100 TONNES (50 TONNES)

IN NICKEL, 100 TONNES (50 TONNES)

IN ZINC, 100 TONNES (50 TONNES)

IN TIN, 100 TONNES (50 TONNES)

IN SILVER, 100 TONNES (50 TONNES)

IN GOLD, 100 TONNES (50 TONNES)

IN PLATINUM, 100 TONNES (50 TONNES)

IN IRIDIUM, 100 TONNES (50 TONNES)

IN RHODIUM, 100 TONNES (50 TONNES)

IN PALLADIUM, 100 TONNES (50 TONNES)

IN COBALT, 100 TONNES (50 TONNES)

IN MANGANESE, 100 TONNES (50 TONNES)

IN CHROMIUM, 100 TONNES (50 TONNES)

IN VANADIUM, 100 TONNES (50 TONNES)

IN MOLYBDENUM, 100 TONNES (50 TONNES)

IN TUNGSTEN, 100 TONNES (50 TONNES)

IN BISMUTH, 100 TONNES (50 TONNES)

IN ANTIMONY, 100 TONNES (50 TONNES)

IN ARSENIC, 100 TONNES (50 TONNES)

IN SELENIUM, 100 TONNES (50 TONNES)

IN TELLURIDE, 100 TONNES (50 TONNES)

IN IODINE, 100 TONNES (50 TONNES)

IN BROMINE, 100 TONNES (50 TONNES)

IN FLUORINE, 100 TONNES (50 TONNES)

IN CHLORINE, 100 TONNES (50 TONNES)

IN SULFUR, 100 TONNES (50 TONNES)

IN PHOSPHORUS, 100 TONNES (50 TONNES)

IN POTASSIUM, 100 TONNES (50 TONNES)

IN SODIUM, 100 TONNES (50 TONNES)

IN CALCIUM, 100 TONNES (50 TONNES)

IN MAGNESIUM, 100 TONNES (50 TONNES)

IN BARIUM, 100 TONNES (50 TONNES)

IN STRONTIUM, 100 TONNES (50 TONNES)

IN RUTHENIUM, 100 TONNES (50 TONNES)

IN RHENIUM, 100 TONNES (50 TONNES)

IN COPPER, 100 TONNES (50 TONNES)

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IN MANGANESE, 100 TONNES (50 TONNES)

IN CHROMIUM, 100 TONNES (50 TONNES)

IN VANADIUM, 100 TONNES (50 TONNES)

## PRECIOUS METALS continued

IN GOLD COMES (100 TONNES, 50 TONNES)

IN SILVER COMES (100 TONNES, 50 TONNES)

IN PLATINUM COMES (100 TONNES, 50 TONNES)

IN IRIDIUM COMES (100 TONNES, 50 TONNES)

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## GRAINS AND OIL SEEDS

IN WHEAT (100 TONNES, 50 TONNES)

IN CORN (100 TONNES, 50 TONNES)

IN SOYBEANS (100 TONNES, 50 TONNES)

IN RICE (100 TONNES, 50 TONNES)

IN BARLEY (100 TONNES, 50 TONNES)

IN OATS (100 TONNES, 50 TONNES)

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IN WOOL (100 TONNES, 50 TONNES)

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IN JUTE (100 TONNES, 50 TONNES)

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IN CLOTH (100 TONNES, 50 TONNES)

IN SHIRT (100 TONNES, 50 TONNES)

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## SOFTS

IN COFFEE (100 TONNES, 50 TONNES)

IN TEA (100 TONNES, 50 TONNES)

IN CIGARS (100 TONNES, 50 TONNES)

IN TOBACCO (100 TONNES, 50 TONNES)

IN SUGAR (100 TONNES, 50 TONNES)

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IN SKIRT (100 TONNES, 50 TONNES)

IN SLACKS (100 TONNES, 50 TONNES)



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## OFFSHORE AND OVERSEAS

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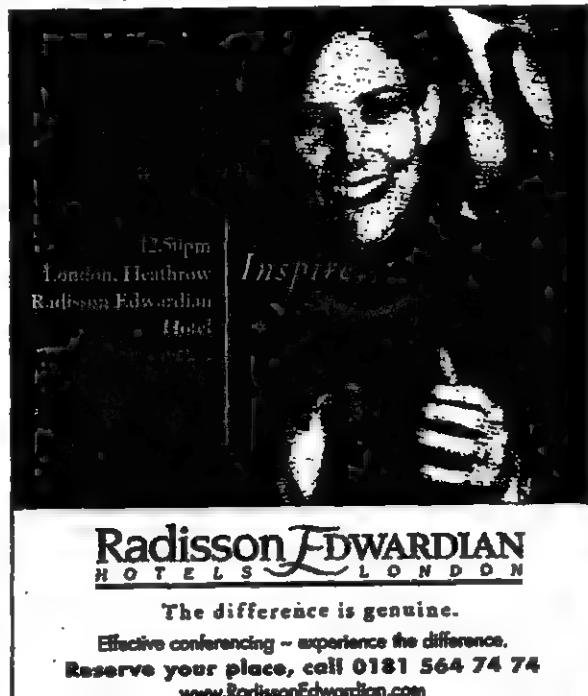
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## CAYMAN ISLANDS

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(FSA RECOGNISED)	Company Name	ISIN	Asset Class	Assets Under Management (€)	Net Asset Value (€)	YTD Return (%)	12-Month Return (%)	3-Month Return (%)	6-Month Return (%)
Midland Bank Fund Managers (Jersey) Ltd	Midland Bank Global Growth (Jersey) Ltd	01534 162200	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Jersey) Ltd	01534 162201	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Jersey) Ltd	01534 162202	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Jersey) Ltd	01534 162203	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Jersey) Ltd	01534 162204	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Jersey) Ltd	01534 162205	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Jersey) Ltd	01534 162206	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Jersey) Ltd	01534 162207	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Jersey) Ltd	01534 162208	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Jersey) Ltd	01534 162209	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
E.T. Investment Management Ltd	E.T. Global Growth (Jersey) Ltd	01534 162210	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Jersey) Ltd	01534 162211	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Jersey) Ltd	01534 162212	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Jersey) Ltd	01534 162213	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Jersey) Ltd	01534 162214	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Jersey) Ltd	01534 162215	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Jersey) Ltd	01534 162216	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Jersey) Ltd	01534 162217	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Jersey) Ltd	01534 162218	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Jersey) Ltd	01534 162219	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
Lloyds Bank Luxembourg	Lloyds Bank Global Growth (Luxembourg) SA	01534 162220	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Luxembourg) SA	01534 162221	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Luxembourg) SA	01534 162222	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Luxembourg) SA	01534 162223	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Luxembourg) SA	01534 162224	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Luxembourg) SA	01534 162225	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Luxembourg) SA	01534 162226	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Luxembourg) SA	01534 162227	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Luxembourg) SA	01534 162228	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Luxembourg) SA	01534 162229	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
Schroder International Selection Fd (N)	Schroder Global Growth (Netherlands) NV	01534 162230	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Netherlands) NV	01534 162231	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Netherlands) NV	01534 162232	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Netherlands) NV	01534 162233	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Netherlands) NV	01534 162234	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Netherlands) NV	01534 162235	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Netherlands) NV	01534 162236	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Netherlands) NV	01534 162237	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Netherlands) NV	01534 162238	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Netherlands) NV	01534 162239	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
WPP Capital Management Luxembourg SA	WPP Global Growth (Luxembourg) SA	01534 162240	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Luxembourg) SA	01534 162241	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Luxembourg) SA	01534 162242	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Luxembourg) SA	01534 162243	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Luxembourg) SA	01534 162244	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Luxembourg) SA	01534 162245	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Luxembourg) SA	01534 162246	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Luxembourg) SA	01534 162247	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Luxembourg) SA	01534 162248	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Luxembourg) SA	01534 162249	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
Scotiabank Global Operations Funds - Cont.	Scotiabank Global Growth (Canada) Inc	01534 162250	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Canada) Inc	01534 162251	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Canada) Inc	01534 162252	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Canada) Inc	01534 162253	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Canada) Inc	01534 162254	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Canada) Inc	01534 162255	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Canada) Inc	01534 162256	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Canada) Inc	01534 162257	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Canada) Inc	01534 162258	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Canada) Inc	01534 162259	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
LUXEMBOURG (FSA RECOGNISED)									
Midland Bank Fund Managers (Jersey) Ltd	Midland Bank Global Growth (Jersey) Ltd	01534 162260	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Jersey) Ltd	01534 162261	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Jersey) Ltd	01534 162262	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Jersey) Ltd	01534 162263	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Jersey) Ltd	01534 162264	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Jersey) Ltd	01534 162265	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Jersey) Ltd	01534 162266	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Jersey) Ltd	01534 162267	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Jersey) Ltd	01534 162268	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Jersey) Ltd	01534 162269	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
E.T. Investment Management Ltd	E.T. Global Growth (Jersey) Ltd	01534 162270	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Jersey) Ltd	01534 162271	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Jersey) Ltd	01534 162272	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Jersey) Ltd	01534 162273	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Jersey) Ltd	01534 162274	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Jersey) Ltd	01534 162275	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Jersey) Ltd	01534 162276	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Jersey) Ltd	01534 162277	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Jersey) Ltd	01534 162278	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Jersey) Ltd	01534 162279	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
Lloyds Bank Luxembourg	Lloyds Bank Global Growth (Luxembourg) SA	01534 162280	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Luxembourg) SA	01534 162281	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Luxembourg) SA	01534 162282	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Luxembourg) SA	01534 162283	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Luxembourg) SA	01534 162284	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Luxembourg) SA	01534 162285	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Luxembourg) SA	01534 162286	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Luxembourg) SA	01534 162287	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Luxembourg) SA	01534 162288	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Luxembourg) SA	01534 162289	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
Schroder International Selection Fd (N)	Schroder Global Growth (Netherlands) NV	01534 162290	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Netherlands) NV	01534 162291	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Netherlands) NV	01534 162292	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Netherlands) NV	01534 162293	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Netherlands) NV	01534 162294	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Netherlands) NV	01534 162295	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Netherlands) NV	01534 162296	Equity	50,000,000	1.05	9.8	12.3	2.5	6.5
	Equity Global Growth (Netherlands) NV	01534 162297	Equity	25,000,000	1.02	9.5	12.0	2.2	6.2
	Equity Global Growth (Netherlands) NV	01534 162298	Equity	12,500,000	1.00	9.2	11.7	2.0	6.0
	Equity Global Growth (Netherlands) NV	01534 162299	Equity	6,250,000	0.98	9.0	11.4	1.8	5.8
WPP Capital Management Luxembourg SA	WPP Global Growth (Luxembourg) SA	01534 162300	Equity	1,200,000,000	1.20	12.5	15.2	4.1	8.7
	Equity Global Growth (Luxembourg) SA	01534 162301	Equity	800,000,000	1.18	11.2	14.1	3.8	7.9
	Equity Global Growth (Luxembourg) SA	01534 162302	Equity	600,000,000	1.15	10.8	13.5	3.5	7.5
	Equity Global Growth (Luxembourg) SA	01534 162303	Equity	400,000,000	1.12	10.5	13.2	3.2	7.2
	Equity Global Growth (Luxembourg) SA	01534 162304	Equity	200,000,000	1.10	10.2	12.9	3.0	7.0
	Equity Global Growth (Luxembourg) SA	01534 162305	Equity	100,000,000	1.08	10.0	12.6	2.8	6.8
	Equity Global Growth (Luxembourg) SA	01534 162306	Equity	50,000,000	1.05	9.8	12.3	2.	

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1. ☐ Yes, I'm interested in this program.  
 2. ☐ No, I'm not interested in this program.  
 3. ☐ I'm not sure.

	1987	%	1988	%
in Liberal S	140	+6%	149	73
growth	154		154	1
Detachment	1170	+10	1280	90
of Data Ind.	204	-14	176	20
growth	211		8	2
and Con. Agency	1314	-6%	1237	173
growth	70	-1	77	4

Company	1994	1993	1992	1991	1990
AT&T	142	135	128	121	114
Boeing	104	104	104	104	104
IBM	119	121	121	121	121
Microsoft	104	104	104	104	104
Oracle	104	104	104	104	104
Rockwell	104	104	104	104	104
Spacenet	104	104	104	104	104
VeriFone	104	104	104	104	104
WorldCom	104	104	104	104	104
Yahoo	104	104	104	104	104
Zynga	104	104	104	104	104

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1. *Chlorophyll a* (Chl *a*)

هكذا من الاول



LONDON SHARE SERVICE

NEW TRUSTS SPLIT CAPITAL - Continued

Company	Price	Change
...	...	...

Mining - Continued

Company	Price	Change
...	...	...

REAL ESTATE - Continued

Company	Price	Change
...	...	...

SPECIALITY & OTHER FINANCE - Continued

Company	Price	Change
...	...	...

TRANSPORT - Continued

Company	Price	Change
...	...	...

AIM - Continued

Company	Price	Change
...	...	...

LEISURE, ENTERTAINMENT & HOTELS

Company	Price	Change
...	...	...

OIL & GAS

Company	Price	Change
...	...	...

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REAL ESTATE - Continued

Company	Price	Change
...	...	...

SUPPORT SERVICES

Company	Price	Change
...	...	...

TRADED INDEX SECURITIES

Company	Price	Change
...	...	...

AIM

Alternative Investment Market

The Alternative Investment Market, designed primarily for small companies, is regulated by the London Stock Exchange and the Financial Services Authority.

LIFE ASSURANCE

Company	Price	Change
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PACKAGING

Company	Price	Change
...	...	...

RESTAURANTS, PUBS & BREWERIES

Company	Price	Change
...	...	...

SOFTWARE & COMPUTER SERVICES

Company	Price	Change
...	...	...

PHARMACEUTICALS

Company	Price	Change
...	...	...

REAL ESTATE

Company	Price	Change
...	...	...

TELECOMMUNICATIONS SERVICES

Company	Price	Change
...	...	...

TOBACCO

Company	Price	Change
...	...	...

TRANSPORT

Company	Price	Change
...	...	...

SPECIALITY & OTHER FINANCE

Company	Price	Change
...	...	...

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3pm April 6

## NEW YORK STOCK EXCHANGE PRICES

A				C				E				G				I				K				M				O				Q				S				U				W				Y			
Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12	Alcoa	45.12	45.12	45.12

**IN.SECTS (Pan European Sector Indices from EuroBench)**

The IN.SECTS - pan European equity sector indices from EuroBench - contain only those equity shares that show strong sector performance in their price movements. The indices fully represent the core sector trend. Using the information of each company with the sector trend to weight the conditions, an even weighting of different equity shares is used to calculate the sector tracking available. (Values provided with IN.SECTS)

Index	IN.SECTS	Index	IN.SECTS	Index	IN.SECTS	Index	IN.SECTS
Alcoa	45.12	Alcoa	45.12	Alcoa	45.12	Alcoa	45.12

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البيان المالي







# STOCK MARKETS

## Yugoslavia ceasefire call cheers investors

### WORLD OVERVIEW

European stock markets closed substantially higher yesterday after investors cheered Yugoslavia's decision to call a ceasefire in Kosovo, writes *Bernard Berroneau*.

Europe had emerged from the Easter break with some catching up to do following Monday's strong run on Wall Street and a good overnight performance by Asian bourses.

The relatively upbeat mood persisted throughout the day despite an uneasy start in New York that took the Dow Jones Industrial Average back below 10,000. But news that Yugoslavia was suing for peace, breaking minutes before the close, sent most markets shooting up.

Frankfurt showed the way, concluding a hesitant day with a 2.5 per cent gain. Paris added a more modest 1.8 per cent while Madrid

rose a hefty 2.4 per cent. The euro reacted equally well to the news, rising almost one cent against the dollar in late afternoon trading.

Investors also kept on eye on the European Central Bank which meets tomorrow to decide interest rate policy. Although ECB members have adopted a dovish tone in recent weeks, healthy levels of private sector borrowing, uncertain inflation prospects and a weak currency could rule out a cut tomorrow, according to Klaus

Reuter, European strategist at Salomon, continental equity prices will come under pressure in the next quarter because of heavy supply, totalling \$30bn in new share issues in the eurozone alone.

In Asia, markets posted healthy-looking gains. South Korea rose 3.1 per cent while Australia gained 2 per cent, reaching a record high. Malaysia and Singapore also performed well but Japan started the quarter with a

modest 1 per cent advance. According to Credit Lyonnais Securities, international investors have doubled their weekly flows of funds towards Japanese equities in the last few weeks.

But the country remains the sick man of Asia, according to the bank's European equity team. With economic growth under pressure from unemployment, sluggish consumption and corporate restructuring, last month's rally could be short-lived.

According to Mark Howdle, European strategist at Salomon, continental equity prices will come under pressure in the next quarter because of heavy supply, totalling \$30bn in new share issues in the eurozone alone.

In Asia, markets posted healthy-looking gains. South Korea rose 3.1 per cent while Australia gained 2 per cent, reaching a record high. Malaysia and Singapore also performed well but Japan started the quarter with a

### EMERGING MARKET FOCUS

## Bratislava stays in the doldrums

Bratislava stock exchange has had a desperate year but this has little to do with the woes of other emerging markets and simply reflects the continuing lack of interest in Slovakia's young bourse.

In October, the Sax index of the top 16 shares fell for the first time below its 1998 starting level, and in 1998 overall it declined 48.5 per cent. This year it has continued to drift down and hit an all-time low of 80.35 last month.

Volumes shrunk by 56 per cent last year and in March they achieved a daily average of only 51,588.

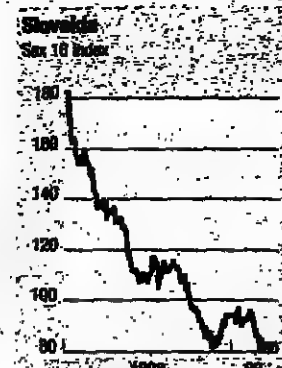
Even the election defeat in September of Vladimir Meciar, the former prime minister blamed for putting off foreign investors, failed to lift the market. Investors seemed more concerned with economic instability and poor corporate performance.

These worries have intensified this year with rapidly slowing growth adding to the existing problems with the current account and budget deficits and growing foreign indebtedness.

GDP growth in the fourth quarter fell to 0.5 per cent and with an austerity budget and slowdowns in the country's main trading partners, most analysts expect growth to fall to under 2 per cent from 4.4 per cent last year.

The corporate sector is also suffering from high interest rates and a credit squeeze from the fragile banking sector. Many big companies that chose to borrow abroad are now having to make provisions after the crown devalued in October.

Slovakia, the oil refiner representing almost half the index, reported 1998 profits down two-thirds from low oil prices and the devaluation. Its share price fell 30 per cent last year but Lubo Solty of brokers Wood & Co says the company is a good bet because it is well managed and just completing a



Source: Bratislava Stock Exchange

big investment programme. Slovafarma, a generic drugs manufacturer which with Slovnaft has issued global depositary receipts, is seen as a safe bet despite the crisis in the health sector in Slovakia and the Czech Republic, which led its share price to fall 60 per cent last year.

"If I had to choose a Slovak stock, I would pick Slovafarma," says Dalibor Vavruska of ING Barings.

Slovakia's problem is that the recommendations and there, VSE, the steel group, defaulted in November and is only a highly speculative investment, according to Michael Kustra of Tatra Banka. VUB, the main commercial bank, still fails to meet capital adequacy requirements.

The utilities that form the core of neighbouring markets are still in state hands and therefore the market has a capitalisation of only \$100bn and is highly illiquid. Yet this could change this year if, as the government is discussing, \$100bn of state privatisation bonds are exchanged for shares in state-owned companies such as Slovnaft.

"We need a new stock," says Barbara Lazareva, deputy head of the stock exchange. "This will be crucial for the stock market."

Robert Anderson

## Dow drops back after record close

### AMERICAS

Wall Street was mixed at midsession, with investors displaying less confidence after the market's record close on Monday, writes *John Labate in New York*.

But if the early buying lacked conviction, it certainly did not suggest a massive sell-off was imminent with the earnings reporting season just a few weeks away.

The fact that the market managed to rally on Monday on little news and sell off only modestly yesterday suggested underlying conviction that may be built on once companies start reporting earnings.

Pre-announcements ahead of the corporate reports have been very benign, said Larry Wachtel, market analyst at Prudential Securities in New York. "As you get to the earnings season we'll have a legitimate reason to rally."

The Dow Jones Industrial Average was down 24.89 at 9,882.64 and the broader Standard & Poor's 500 index had lost 1.42 at 1,319.70 by midday. Stronger high-tech share prices helped the Nasdaq composite stay in positive territory, up 7.23 at 2,587.28, but small caps weakened, with the Russell 2000 index down less than a point at 402.27.

Gillette's warning on Monday that first-quarter sales would come in below expectations weighed on the market early in the session. The news sent shares of the global consumer products

maker down more than 10 per cent or \$5 1/2 to \$50 1/2 in heavier volume. Gillette's tumble helped to put pressure on other consumer goods makers, with Procter & Gamble, a Dow member stock, off 3 1/2 at \$100 1/2.

In the telecom sector speculation that MCI Worldcom was in early takeover talks with Nextel Communications sent MCI shares down 3 1/2 to \$39 1/2 while giving Nextel a slight boost, up 3 1/2 at \$40 1/2. Shares of Lucent Technologies surged 3 1/2 to \$62 1/2 after the company announced a new product technology. America Online rose 3 1/2 to \$170 1/2 after the company's acquisition of another internet company on Monday.

Retail stocks were mixed. Starbucks surged more than 5 per cent or \$1 1/2 to \$33 1/2 after it said its March same-store sales were up 6 per cent. But shares of consumer electronics retailer Circuit City fell 1 1/2 to \$73 1/2 after it reported its fourth-quarter results.

Among the gainers in the computer sector, Sun Microsystems climbed 3 1/2 to \$136 1/2 and semiconductor chip producer LSI Logic gained 3 1/2 to \$35 1/2.

TORONTO was mixed at midsession as a strong performance by banking stocks was largely offset by declines in metals and minerals, oil and gas, and the paper and forestry sectors.

The 300 composite index was 24.70 higher by midsession at 4,764.40 and analysts noted volume of 73m shares was unusually high.

## Second rate cut in two weeks lifts São Paulo

SAO PAULO was up 2.1 per cent at midsession yesterday, buoyed by a cut in interest rates.

The Bovespa index rose 234 to 11,256, gaining ground for the second day running.

The country's central bank said a slowdown in inflation allowed it to cut interest rates, for the second time in two weeks, to 39.5 from 43 per cent.

CARACAS was also strong, boosted by rising oil

prices and gains in neighbouring markets. The IBC index was 139.51 or 3.3 per cent higher to 4,431.34 in early trading.

MEXICO CITY marked a pause after an early rise prompted by gains in the American Depository Receipts of telecom giant Telcel. Shares in the company were trading 0.70 pesos higher to 33 pesos at midsession, while the IPC index was up 21.70 to 5,139.64.

## Bourses rise on Kosovo offer

### EUROPE

News of the Yugoslav ceasefire in Kosovo sent FRANKFURT steeply ahead in the dying minutes of trading, lifting the Xetra Dax index to a close of 5,022.27, up 120.46 or 2.5 per cent.

Mannesmann, which acquired the fixed-line telecom operations of Veba and RWE, rose €5.50 to €130 as investors warmed to the deal that increases Mannesmann's share of the German long-distance market to 16 per cent.

The news also sparked gains at Veba and RWE with what was seen as orderly withdrawal from the telecom business lifting the former €1.91 to €50.55 and RWE €1.31 to €43.

Steel leader Thyssen rose to an eight-month high, adding €1.19 at €19.40. DaimlerChrysler was a good market, partly catching up with the recent strong performance of the ADRs on Wall Street and responding to positive comment at Merrill Lynch. The stock gained €2.86 to €94.41.

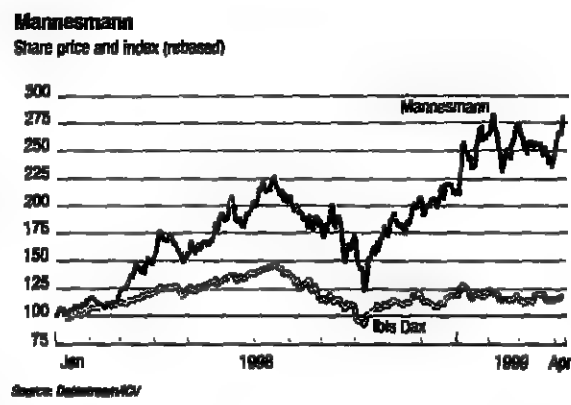
Deutsche Bank, in negative territory for most of the session, hardened €1.05 at €49.15 in spite of joining Merrill Lynch's sell list. The broker said earnings downgrades were expected in the short term.

Elsewhere in the sector, HypoVereinsbank lost €2.33 at €62.17 on a German press report of possible top management changes. Insurer Allianz rose €13 to €293.

PARIS rose 1.8 per cent with the CAC-40 index setting 74.83 higher to 4,304.48 after a last-minute rally was sparked by Serbia's decision to sue for peace.

Volatile STMICROELECTRONICS led the way, adding €2.80 or 8.1 per cent to €37.50, tracking overnight gains on Nasdaq. Fellow IT stock Cap Gemini retreated from intraday highs to close up €3.50 at €155.

Computer manufacturer Bull advanced 34 cents to €5.69 after its chairman reiterated a 1999 profits forecast



Source: Reuters/ECN

and vowed to deliver improvements in 2000.

Oil issues were among the main gainers, boosted by weekend reports that a key Iraqi pipeline had been bombed. Total added €3.80 to €115 while Elf-Aquitaine gained €4.50 to €128.

Telecom stocks were stronger, with France Telecom up €2.50 to €78.90 while rival Alcatel closed €2.50 ahead to €111.90.

Canal Plus shot up €10.80 to €98.80 after a rise in subscribers in Telepiu, its Italian unit, raised hopes about activity in its other European operations.

AMSTERDAM was well supplied with firm features, notably among financials. Aegon gained €2.10 at €35.75 while ING rose €1.10 to €21.60, benefiting from optimism about US trading, an upgrade to buy at Morgan Stanley Dean Witter and solid results from a mortgage bank offshoot.

Hoogovens shared in the upturn for the steel sector, adding 80 cents at €3.85 as broker views on cyclical turned positive. The AEX index ended up 2.71 at 536.34.

Oce, the copier group, rallied with a period of relative weakness said to be tempting the buyers. The shares, which stood at €36 in January, rose €1.15 or 3 per cent to €37.15.

ZURICH saw action in its small, high-tech issues in a largely dull market, with the SMI index rising 37.6 to 7,170. ABB was an exception,

advancing SF90 to SF2,000 in the wake of an announcement of a \$215m British power plant order.

Swisscom was another outperformer, rising SF15 to SF159, in spite of news that Finnish telecom operator Sonera cancelled a co-operation agreement.

High-tech stocks were carried along by recent US developments in the sector. Computer peripherals group Logitech rose SF7 to SF71.98. Kudelski, the electronics group, added SF305 to SF6,205 and Diatofora, which recently took over two internet providers, rose SF6 to SF75.

MADRID pressed ahead as the market adopted a confident attitude after several weeks of lethargy. The general index finished 31.10 or 2.4 per cent higher at 87.85. The improved mood was

reflected in strong demand for some blue chips, including Telefonica which soared €2.21 or 5.6 per cent to €41.50 on the view that it had become undervalued compared with its European telecom peers group.

Activity also occurred in stocks that could fill the space in the Iber-35 index, which will be made vacant by the merger of banks Santander and BCI. The pair will start trading as BSCE this month.

Among contenders, Superdiplo put on €1.11 to €23.14. Obrascón Huarte 19 cents to €10.19 and Seltia 55 cents to €16.50.

ISTANBUL climbed 4.1 per cent to a record closing high as expectations grew that the April 18 elections would produce a stable government that would press ahead with long-awaited restructuring of the economy.

The IMKB National-100 index finished 150.57 higher at 4,886.86, with investors also optimistic about the outlook for corporate profits reports for the first quarter.

MOSCOW tumbled 4.7 per cent as western investors pulled out, unnerved by doubts about new funding from the International Monetary Fund and tensions over Yugoslavia. The RTS-1 index lost 3.73 to 75.51.

Written and edited by Michael Morgan, Jeffrey Brown and Peter Hall

## Jo'burg industrials falter

### SOUTH AFRICA

Johannesburg ran out of steam, with investors concerned that Wall Street could be due for a pullback after Monday's record close. The overall index edged 4.3 higher to 6,406.8 while industri-

als pulled back from their best levels to close 16.9 weaker at 7,466.8.

A weak bullion price, which slipped to \$278.50 an ounce in late trade, left the gold index index 49.0 lower at 2,553.3. JCI gold fell 20 cents to 400 cents.

## News Corp powers Sydney higher

### ASIA PACIFIC

SYDNEY rose to a record high - closing above 3,000 for the first time in heavy two-way volume - fired by dramatic gains for News Corp, the media giant.

The All Ordinaries index ended 59.5 higher at 3,032.9 and within a whisker of its session peak of 3,034.9 as an 11.8 per cent surge for News Corp sparked strong demand for a selection of blue chips.

News Corp, driven by its deal with AT&T telecoms group of the US - which brings the latter on board as an 8 per cent shareholder - gained AS1.38 to AS13.08 and was said to have accounted for about half of the increase in the benchmark index.

Commonwealth Bank rose 78 cents to AS28.92. In resources, BHP added 38 cents at AS13.94 and Woodside Petroleum 25 cents at AS8.60.

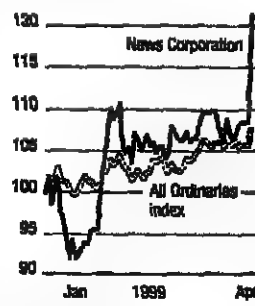
TOKYO enjoyed a last-minute boost which took the market to its highest level in eight months, writes *Michiko Nakamoto*.

In earlier trading, the market suffered profit-taking in the notable absence of foreigners, who have been supporting Tokyo share prices in recent months.

However, towards the close, domestic investors came in to bargain-bunt, tak-

### News Corporation

Share price and index (rebased)



Source: DataStream/ECN

the day, a surge of buying towards the close lifted share prices to higher levels. The broad-based Topix index gained 15.44 to 1,322.61 and the Nikkei 300 3.45 to 298.12. Advancing issues outpaced declining ones by 725 to 474 and 125 issues were unchanged. Volume was a little higher than Monday's 558.70m at 568.10m.

Attention was focused on internet-related stocks after the Nasdaq composite index hit a record on Monday. Softbank hit a high of ¥16,470 in its fourth straight gain before closing up ¥1,520 at ¥16,460.

Hitachi and Fujitsu gained after announcing they will form a joint venture to develop and market high resolution plasma display panels. Fujitsu rose ¥5 to ¥2,120 and Hitachi ¥31 to ¥948.

Exporting blue-chip companies were favoured. Sony gained ¥310 to ¥11,690 and Toyota ¥80 to ¥3,810. Even Nissan, which announced its group pension shortfall of ¥590bn, gained ¥21 at ¥462.

KUALA LUMPUR shook off Monday's profit-taking mood to close 21.08 or 3.9 per cent higher at 556.93 on the composite index as investors took their cue from falling interest rates.

Commerce Asset, part of the Renong group, Malaysia's heaviest corporate bor-

## Annual figures 1998

- Strong net profit growth for 1998 to NLG 5,882 million (+21%).
- Profit per share rose by 19.2%.
- Dividend increased to NLG 2.75 (+19.6%).

(in millions of NLG/EUR***, except for amounts per share)	1997* NLG	1998 NLG	1997* EUR	1998 EUR	% change
Result before taxation:					
- Insurance operations	3,620	5,351	1,643	2,428	47.5
- Banking operations	2,989	2,371	1,356	1,076	-20.7
Net profit	4,861	5,882	2,206	2,669	21.0
Net profit per ordinary share	5.25**	6.26	2.38	2.84	19.2
Dividend per ordinary share	2.30	2.75	1.04	1.25	19.6
Total assets	620,400	870,300	281,525	394,925	40.3
Shareholders' equity	48,331	64,978	21,931	29,077	32.6

\* Adjusted for the changes in the accounting principles:  
- influence on published net profit: +NLG 756 million/EUR 343 million  
- influence on published shareholders' equity: +NLG 2,213 million/EUR 1,004 million  
\*\* Published  
\*\*\* EUR 1.00 = NLG 2.36371

Despite the turbulent conditions in the financial markets, ING Group closed the year 1998 with good results. All core activities contributed to the net profit increase, with the exception of the international corporate & investment banking activities. Especially the operations in the Benelux reported favourable results.

The total contribution of the acquired companies to net profit was NLG 1,359 million, after deduction of finance charges. These contributions were made by BBL (NLG 1,154 million), Equitable of Iowa (NLG 161 million) and Furness Selz (NLG 44 million).

Without non-recurring items of, on balance, NLG 1,247 million, the operational net profit amounted to NLG 4,635 million (-3.5%). The non-recurring items were the profits made on the sale of the non-life insurance operations in the US (NLG 833 million), Libertel (NLG 445 million), Kredietbank Belgium (NLG 377 million) and credit insurer NCM (NLG 53 million) as well as additions to special provisions for low interest rates outside the Netherlands (NLG 331 million) and the Millennium Calamity Fund (NLG 130 million).

The net profit from the insurance operations rose by 49.2% to NLG 4,247 million. Excluding the non-recurring items, the operational net profit amounted to NLG 3,600 million (+23.7%). Equitable of Iowa and higher sales results from equities, convertible bonds and real estate contributed to this increase.

The global financial crisis depressed the net profit from the banking operations, which decreased by 22.6% to NLG 1,635 million. Excluding non-recurring items, an operational net profit remained of NLG 1,035 million (-48.0%). This decrease can be entirely attributed to the non-recurring strong decline of the trading results and the extra additions to the debt provisions. The item Additions to the provision for loan losses of the banking operations increased by NLG 1,155 million to NLG 2 billion, of which NLG 1 billion related to Asia and Russia.

Assets under management went up by 45.3% to NLG 558 billion.

## ING GROUP

The annual report appears on 20 April 1999 and can be obtained at the following address:  
ING Group, P.O. Box 810, 1000 AV Amsterdam, The Netherlands.  
Telephone: (+31) 20 541 54 71, fax: (+31) 20 541 54 51, e-mail: order@inggroup.com



# INFORMATION TECHNOLOGY

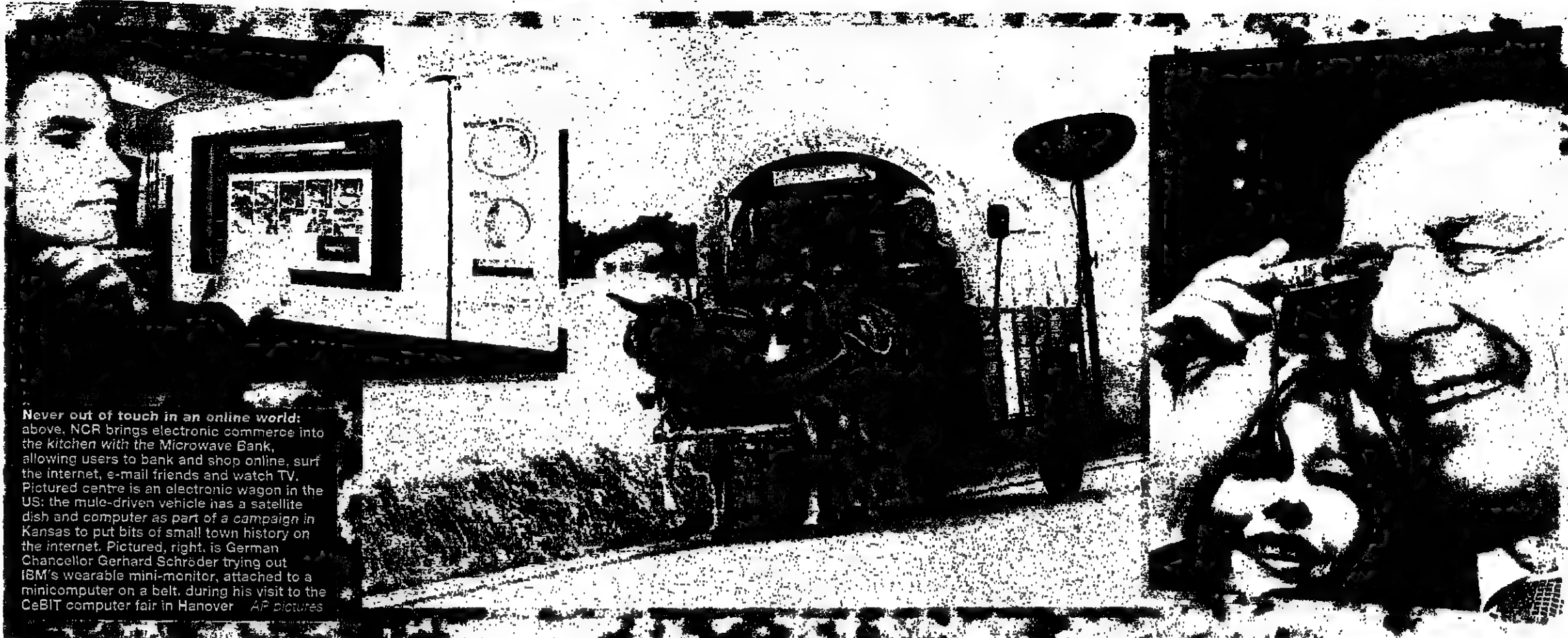
WEDNESDAY APRIL 7 1999

Monthly series, next issue May 5, 1999

Internet stocks  
Investors need  
strong nerves: Page 3

Financial services  
Surge in online  
insurance: Page 9

View from the top  
Naoyuki Akikusa, Fujitsu's  
president: Page 16



Never out of touch in an online world: above, NCR brings electronic commerce into the kitchen with the Microwave Bank, allowing users to bank and shop online, surf the internet, e-mail friends and watch TV. Pictured centre is an electronic wagon in the US; the multi-driven vehicle has a satellite dish and computer as part of a campaign in Kansas to put bits of small town history on the internet. Pictured, right, is German Chancellor Gerhard Schröder trying out IBM's wearable mini-monitor, attached to a minicomputer on a belt, during his visit to the CeBIT computer fair in Hanover. AP pictures

## How the internet will reshape worldwide business activity

In the emerging digital age of 'frictionless capitalism', companies will have to adapt quickly and cleverly or risk being overwhelmed by rivals, writes **Paul Taylor**

It was a succinct statement, but one with an almost revolutionary significance. "The Internet changes everything," Bill Gates, Microsoft's chairman and chief executive, said in London recently. Like other US-based leaders in the information technology industry, he believes that companies and other organisations must put the net right at the centre of their strategic plans.

Indeed, the growth of the Internet and electronic business has been likened to the industrial revolution of the 19th century - it is transforming most aspects of communications, manufacturing and commerce.

What is more, most information technology specialists believe the information revolution is still only in its infancy. Taking a historical view, Nathan Myhrvold, Microsoft's chief technology officer, sees parallels with the industrial revolution in the 19th century.

A hundred years ago, people thought the industrial revolution had already happened. But, he says, "it had only just begun". Since the commercialisation of the Internet began in the

mid-1990s, a whole new Internet economy has emerged, comprising established companies that have made the transition and new competitors such as Amazon.com, eBay and E-Trade that did not even exist five years ago.

In this process, value chains are being picked apart and, in some cases, reassembled. The implications of this shift for companies and other organisations go far beyond the basic requirement of setting up a corporate web site and providing customers with an e-mail address as well as a telephone number.

"The web will fundamentally change customers' expectations about convenience, speed, comparability, price and service,"

says Gary Hamel and Jeff Sasser of the London Business School. Mr Hamel, who is chairman of Strategos, a San Francisco-based consulting firm and a visiting professor at LBS, believes the main threat facing companies is that prices will be driven down by consumers' ability to shop around using the Internet.

This phenomenon, dubbed "frictionless capitalism" by Mr Gates, will make it harder for companies to make money using traditional business models, says Mr Hamel. And the pressures are mounting. At the end of last year, an estimated 129m people were connected to the Internet, a figure that is expected to grow to more than 300m by 2006.

In Europe alone, analysts at

Goldman Sachs, the US investment bank, forecast that by 2007, the most advanced western European economies will have reached or possibly even exceeded 70 per cent household Internet penetration.

"Given the growth in access from mobile phones, other handheld devices and satellite telephones, this could also prove to be a conservative estimate," say the authors of the Goldman Sachs report, *Internet Portals in Europe*, published last month.

The development of household Internet appliances and digital set-top boxes could also accelerate mass market Internet adoption, particularly in Europe where digital television is being

rolled out.

"We are moving rapidly towards 1bn connected computers," said Craig Barrett, Intel's chief executive, recently. "This does not just represent an online community; it represents the formation of a 'virtual' continent."

As the number of online consumers and businesses grows, the opportunity for conducting business-to-business and business-to-consumer electronic commerce grows exponentially. Indeed, Metcalfe's law, promulgated by Robert Metcalfe who invented the Ethernet networking protocol and went on to found 3Com, the US networking equipment group, states: "The value of a network is

equivalent to the square of the number of nodes (connected to it)."

Certainly, in terms of electronic commerce, Metcalfe's law appears to be holding true. Estimates of the scale of e-commerce vary sharply, but International Data Corporation, the market research company, estimates that worldwide e-commerce revenues will grow to \$633bn by 2002, up from just \$41bn last year. Of those figures, western Europe accounts for \$223bn in 2002, a steep rise from \$8bn last year.

In the US, the Yankee Group forecasts that business-to-business Internet commerce transactions will reach \$139bn next year. "With such activity, opportunities abound," said a year-end report by the group on Internet futures.

"Western Europe is still substantially behind the US in terms of e-commerce, but it is growing at a faster rate," says Pat Gelsinger, Intel's general manager. This astonishing growth is also reflected in other figures. For example the volume of Internet traffic will surpass voice traffic next year, according to Datamonitor, another market research company.

Already, IP-based (Internet protocol) traffic exceeds voice traffic in several big markets, including the US and UK. "IP

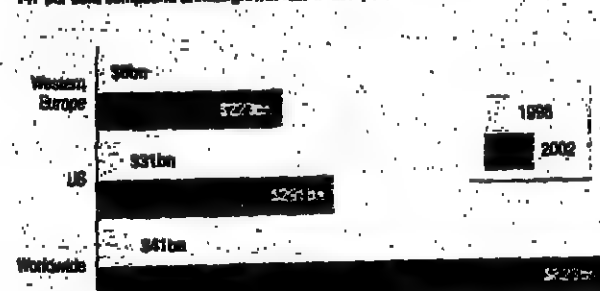
traffic is currently rising at around 1,000 per cent a year, compared to PSTN (public switched telephone network) growth of under 10 per cent," says Datamonitor.

By 2002, it predicts that Internet traffic will have grown to 8,170Pb (petabytes - a million gigabytes), up from 18.4Pb last year. Datamonitor forecasts that for consumers, the high demand for Internet bandwidth will be driven by the increasing number of Internet users using next generation access technologies such as xDSL (digital subscriber line) and cable modems.

"Meanwhile, the growing reliance of enterprises on the Internet as a real business tool will also ensure a continued traffic explosion." Despite this growth, earlier forecasts that the Internet would grind to a halt have proved incorrect. Indeed, the California-based start-up, can claim much of the credit for keeping the Internet running.

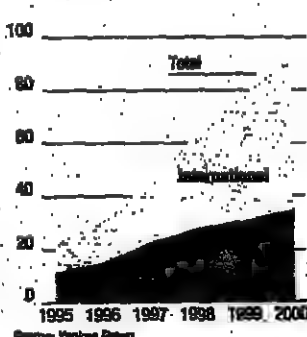
Turn to next page

Electronic commerce revenue soars  
147 per cent compound annual growth rate in Europe



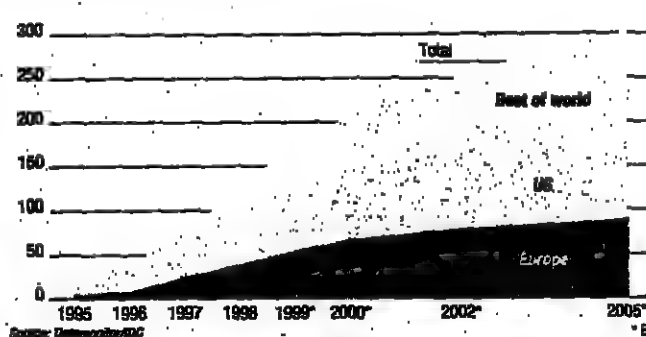
Source: IDC, December 1998 (Europe, July 1998 for US and Worldwide)

Worldwide online households  
Millions



Source: Yankee Group

Growth of the global online population  
Millions



Source: Datamonitor/IDC

**FT**  
BUSINESS  
WEB SITE  
OF 1999

Sponsored by UNET and  
PricewaterhouseCoopers

New awards to be won: see business  
web site competition details on  
page 8 of this review



By the time you finish this sentence,  
35 new people will have joined the Internet.

No wonder he demands his  
service provider displays this logo.



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INTERNET GENERATION™



FUTURE OF THE INTERNET by Tom Foremski

# The next generation shows its potential

Internet2 will lead to a huge increase in the speed of communication, thus giving a further boost to global e-business

The future of the Internet is best described in terms of more bandwidth, more types of devices capable of accessing the Internet and wireless connections that extend the Internet to millions of users.

Unlike some other computer technologies, the Internet offers an ever-expanding vista of progress. It is far from a static medium and continues to grow and absorb huge numbers of new users worldwide and carry enormous amounts of data. Its strength is the adoption of technology standards such as the Internet protocol (IP) which defines how the packets of data are carried over the Internet.

With such standards in place, an environment is created in which companies can develop faster data communications both in the main backbone at the heart of the Internet and at the user end, with faster modems using cable TV or telephone wire connections.

To see what the future of the Internet will bring, it is best to look at some of the next generation Internet networks being built in the US. The key one is "Internet2", a private high speed network that seeks to link more than 130 university and government research centres.

This network will have a 24 gigabit per second data transmission rate and, because it is a private network, will not have the same congestion problems affecting the public Internet. This will enable Internet2 users to communicate at speeds as much as 1,000 times faster than regular Internet users.

The Internet2 project has attracted virtually all the major US communications companies. They are contributing equipment and staff to help build Internet2 and in return, gaining valuable

experience in developing key technologies for applying to the public Internet.

IBM is a key participant in Internet2 and predicts that the key applications developed for the network will quickly make their way into the commercial market.

"Internet2 applications are advanced applications that will help benefit many companies with improved services and make the concept of e-business into a reality," says John Parker, vice president of Internet technology at IBM.

A key focus for IBM has been its involvement in helping build the \$500m Abilene network which is a key part of Internet2 and recently went live, linking about 50 university research centres. These centres are primarily

interested in sharing huge amounts of data produced by their supercomputers, as well as in gaining remote access to expensive research equipment such as high-end electron microscopes and medical imaging equipment.

Such applications would be impossible on the public Internet because of the data congestion. But Internet2 applications will help to improve the public Internet by distinguishing between the different types of data.

"The IP protocol works well, but it treats all data packets equally. What we need is a way to distinguish between IP packets that contain real-time data and those that are less time sensitive," explains Mr Parker.

IBM and other companies are using the Internet2 network to test new technologies that offer a distinct Quality of Service (QoS). Companies would be able to designate certain IP data packets as high priority, allowing these to reach their destinations ahead of less urgent data packets. They would pay more for a specific QoS service, but it would allow them to use the congested Internet in a manner that is impossible today.

With QoS, for example, a company would be able to use the Internet for videoconferencing, full-screen distance learning applications, real-time monitoring of production lines and supply chains, and many other applications. "The applications that we develop for Internet2 will find their way into commercial use within months rather than years when compared with earlier Internet technologies," says Mr Parker.

But will this mean that those individuals or companies that are not able to pay extra for QoS services have to suffer even slower Internet speeds? Mr Parker says that will not happen. "If you are sending an e-mail, for example, most of the delay

in delivery is at the mail server end, and it won't matter if it arrives a few minutes later than usual. But if you are running a real-time application you need to make sure that that data receives priority."

The future Internet is also wireless. US and European computer and communications firms are working on extending the Internet through wireless communications to hand-held computer devices, smart phones and new types of consumer electronic devices.

"Extending the tendrils of the Internet through wireless links makes a lot of sense," says David Birch, director of UK consultancy Hyperion. "In Europe, for example, there are more cel-



During a five-day trip to China, Richard Pflafer, president of Compaq Computer, watches 12-year-old Zhong Ruid use the Internet in a Beijing classroom.

lular phone users than there are PC users."

Motorola recently announced an alliance with leading network equipment company Cisco Systems to invest more than \$1bn over

the next four to five years to build a wireless Internet. The two companies will develop hardware and software standards to simplify the connection of wireless devices to the Internet.

Microsoft announced an alliance with British Telecom to create wireless Internet services based on devices using Microsoft's Windows CE operating system. The two companies said that the

first trials of such a system will begin in the UK later this spring on BT devices using a small web browser developed by Microsoft called a "microbrowser".

And Nortel Networks, the Canadian communications equipment group, announced what it calls its "Webtone" service, an IP-based communications network providing users of wireless communications devices with access to the Internet. "Mobile Webtone will profoundly change the way we think about wireless communications," says John Roth, Nortel's chief executive. "It will literally put the Net in your pocket, combining the power of data with the convenience of mobility for anytime, anywhere access to information and services over the Internet from any information appliance."

The Internet of the future will be less PC-based and much more useful. With wireless links and IP communications through electric power lines, the potential exists to link all types of electronics devices in a universal network with incredible applications.

## Facing up to the online impact

From page one:

despite the doomsters.

Caching software developed by the US company has enabled many of the largest Internet infrastructure and media companies to cope with the exponential growth of Internet users, web sites and network traffic.

Nevertheless, this huge rise in predicted Internet traffic is forcing both traditional telecoms operators and the "new-telecom" startups to invest fortunes in bandwidth-rich optical networks.

According to Datamonitor, the Internet backbone market, dominated by a handful of providers including MCI WorldCom, Sprint, Cable and Wireless and Internex, is worth about \$8bn a year - a figure which includes all the revenues received by carriers and ISPs (Internet service providers) for the provision of IP infrastructure to support the public Internet.

But that figure is set to grow to \$19bn by 2002, with

non-US markets playing an increasing role in this expansion. Investment in IP networks by large telecoms operators has been especially high recently. "The major telcos have realised the potential threat, as well as the tremendous opportunity, that the shift towards Internet technologies presents to their evolving business focus," says Philip Codling, a Datamonitor consultant.

"The infrastructure of the public network is rapidly expanding and improving due to the increasing commercialisation of the Internet and a focus by service providers on ensuring service levels," says the Datamonitor report. The largest telecoms operators are realising the potential of IP and are building out global networks to support their improved provisions.

Looking ahead, combined voice and data networks will be crucial assets for the big telecoms carriers. With voice and data network fusion, Datamonitor predicts that the resulting improved bandwidth will drive online video applications.

This should further expand the Internet "cloud" and open up the public network to new users. "Future Internet access devices will also be key in this move into mass markets, with digital TV and mobile access devices playing a particularly significant role."

Meanwhile, as competition increases, Datamonitor predicts that the cost of transferring a terabyte (1,000 gigabytes, equivalent to 300m pages of text) of data across the public network will fall from \$80,000 last year to under \$10,000 by the year 2000. By 2003, it will have fallen to just \$300 or 0.3 per cent of today's cost.

"The principal reason for this dramatic reduction in transfer costs is a bandwidth explosion driven by new technologies, new market entrants and the general

public IP network build-out which will force prices down," says Andrew Ponsford of Datamonitor.

Falling prices will in turn drive Internet traffic volumes and service uptake. This trend is also good news for those enterprises seeking to move towards Internet-centric business models, as plunging backbone costs and increasing backbone capacity will drive cheaper and more sophisticated services.

Internet technology experts such as John Patrick, IBM's vice president for Internet technology, believe the substantial upgrading of the Internet infrastructure now under way will enable it to stay ahead of demand.

This optimism is reflected in projects such as Internet2, a global network being developed by about 100 US universities and leading IT companies, including IBM. Its goal is to develop the technologies needed to support high bandwidths required by applications

such as live video.

Internet2 is expected to be 100 to 1,000 times faster than today's Internet. It will also support Quality of Service (QoS), allowing two host computers to establish a connection with a guaranteed bandwidth.

However, as technology gurus know, predictions can be risky. The Yankee Group notes: "Considering that in five short years, the Internet has become a major platform for connecting individuals and businesses, distributing information, conducting commerce and entertaining people, predicting what may happen over the next 12 months is a bit like chasing a speeding train."

But all Internet market participants, electronic retailers, content providers, Internet service providers, interactive advertising agencies and telecoms companies would have to watch closely for what may be coming down the tunnel "or risk getting run over".

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INTERNET STOCKS by Roger Taylor in San Francisco

# Investors' nerves are tested to the limit

In spite of worrying signs that internet stocks are over-valued, many of the leading analysts in the sector remain bullish about companies' prospects



Stock market phenomenon: traders watch screens on the floor of the New York Stock Exchange - innovative companies on the Internet stand a chance of becoming the mega-corporations of the online era, driving share prices even higher

## The FT Review of Information Technology

This review is published on the first Wednesday of the month. In addition, information technology articles appear regularly in 'Inside Track' in section one of the FT. The IT Appointments section is also published each Wednesday.

FT-IT Review, editor: Andrew Fisher.  
Production editor: Michael Wiltshire.  
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The rise of internet stocks over the past few years is a phenomenon that has few, if any, parallels in stock market history.

To the extent that there are past parallels, commentators usually choose to compare it to irrational bubbles that have ended with a crash - biotechnology stocks in the 1980s, electricity stocks earlier this century. The assumption is that the internet stocks must go the same way in due course.

To back up that assumption, there are a host of astonishing figures:

□ Companies such as Amazon.com, the online bookseller, valued at \$20bn even though it has never made a profit.

□ Businesses such as eBay, the auctioneer, valued at 2,000 times prospective earnings estimates.

□ And companies such as Yahoo!, the internet portal, that own almost nothing in the way of assets and yet command a market value larger than that of Boeing, the aircraft manufacturer.

As if more evidence was needed, the indiscriminate behaviour of many internet investors backs up the view that this is an investment craze that will come to a nasty end. Internet IPOs (initial public offerings) have set a series of new records for the biggest ever first day jump in value.

Currently, TheGlobe.com - a designer of online chat rooms and other "community" sites - holds first place with a 900 per cent appreciation within hours of the shares coming to the market. But seemingly, any new internet share is guaranteed a similar reception.

Private investors are largely responsible for this extreme volatility - particularly online investors who use internet brokerage accounts to trade rapidly in and out of internet stocks. These people are largely momentum investors. They care nothing about the economic fundamentals underpinning any business. They look for shares that are on a rising trend - and they buy.

If enough other people buy, the sheer weight of money helps propel the share prices ever higher. However, despite all the worrying signs, there is still a good deal of doubt among analysts as to whether internet stocks really are overvalued. Indeed, many of the leading analysts in the sector remain bullish.

The reason is that the internet is not just a stock market phenomenon. The statistics for the growth of the internet itself are, in fact, just as remarkable as the statistics on the rise in internet stocks.

The internet has been commercially available for little more than five years. But it is already used by over 20 per cent of Americans - more than 80m people - a number that has doubled in the last year and continues to grow at an astonishing rate.

Even more impressive are the figures on how users regard the internet. A survey conducted by America Online found that of 1,000 internet users, over two-thirds said that if they were stuck on a desert island they would rather have an internet connection than either a TV or a telephone.

Mary Meeker, internet

analyst at Morgan Stanley Dean Witter, the US investment bank, quotes the research in support of her continued optimism about internet stocks.

If the way the internet is developing continues, she says: "Shares of many of the leaders are, yes, cheap - why? It's simple; the market opportunities are really large."

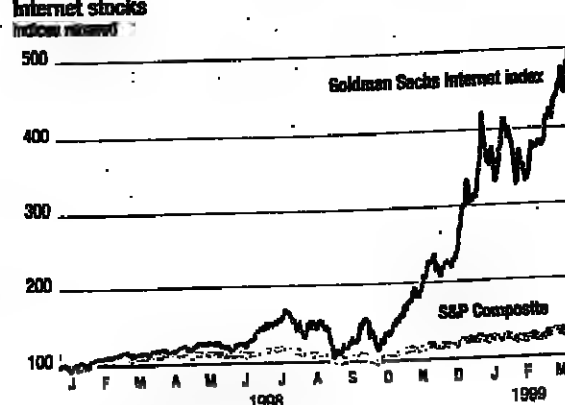
To take one example, Amazon.com has about 90 per cent of the online book market. The rate at which consumers are switching their buying habits to obtaining books over the internet suggests that a substantial proportion of the total book market will transfer to the internet. The total

market is worth about \$56bn.

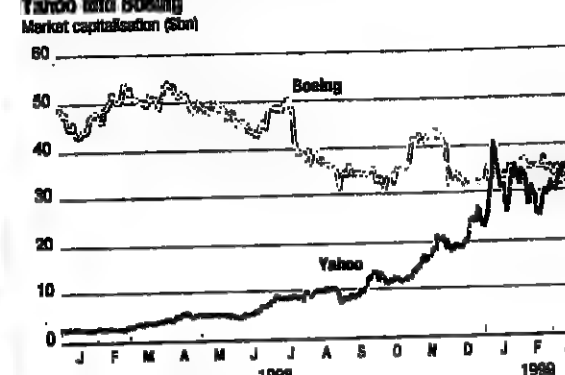
There is nothing absurd about the idea that Amazon could, in a relatively short period of time, be taking a substantial percentage of that market. Throw in its success at selling CDs, videos and its plan to move into a host of other areas, and a \$20bn valuation starts to look more reasonable.

Yet not all analysts are so sanguine. Deutsche Bank has warned that 1999 could see a slowdown in internet growth which could provoke a harsh backlash from investors. The German bank also warns that most internet valuations assume every company will execute its business plan perfectly. Although most of the

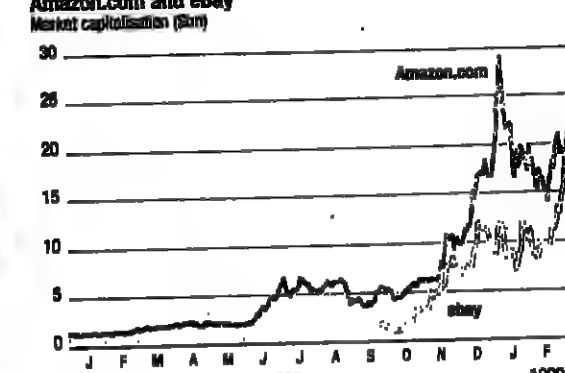
Internet stocks



Yahoo and Boeing



Amazon.com and eBay



Source: Datastream/FTV

internet leaders have so far managed to beat every expectation, there are bound to be some disappointments. Almost everyone expects to see some of the second line internet stocks run into trouble this year.

There is simply not room enough in the market for all of them to produce the revenue growth they are seeking. Some of the less popular media sites are already struggling to attract advertising revenues. Any disappointment could easily trigger a flight from the sector, causing a sharp correction.

Most commentators expect the market to continue to be

extremely volatile. Some even anticipate an extended period of subdued performance following the astonishing performance in 1998. The first quarter of 1999 has already shown signs of weakness.

However, the growing consensus is that the internet stock boom will not prove to be simply another instance of tulipmania. The leading companies of the internet, such as America Online, Yahoo! and Amazon, stand a good chance of becoming the mega-corporations of the internet era. If so, there is plenty of scope for the share prices to rise even higher.



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INTELLECTUAL PROPERTY by Philip Manchester

## The fight for protection

Keeping track of copyright infringement is a struggle as digital technology simplifies the copying of all types of data

Advances in technology have always threatened vested interests. Copyright owners have, perhaps, suffered more than most in the last half century. Successive waves of technology from the photocopier to the digital computer have made copying easy and copyright protection difficult.

Digital technology poses a double threat. Firstly, any intellectual property encoded as a digital data stream can be copied "perfectly". Secondly, when combined with the internet, digital technology also threatens traditional methods of distribution. Text, images, audio, video - even software - are increasingly distributed electronically. Researcher Jupiter Communications expects worldwide online music revenues to reach \$1.6bn by 2002.

Current technology-based protection methods - such as digital watermarks and anti-copying devices - only deal with part of the problem. International proposals to update legislation and prevent breach of copyright are in the pipeline. But many loopholes remain and some proposed legislation could delay the expansion of electronic commerce.

This is not new, of course. Copyright owners have always fought hard to protect their rights - often by

stifling technology. Publishers tried to restrict photocopying in the 1960s. The recording industry fought hard to stop development of the magnetic cassette recorder - and every subsequent innovation in recording technology. Film makers tried to stop the spread of low cost video cassette recorders.

Yet despite the threat to intellectual property, the technology spread and the industries thrived. Last year MP3, a technique for audio data compression, became a *cause célèbre* for the recording industry.

MP3 cuts the number of bits needed to carry stereo audio signals so that only about a megabyte of memory is needed for a minute's worth of CD-quality digital audio - a tenth of the size needed for a conventional digital audio file. MP3 makes high-quality audio transmission over the internet possible and opens up a new and virtually free distribution channel.

The arrival of the first portable MP3 player last year met with calls to ban such devices and a clamp down on web sites carrying copyright MP3 material. But in February, Lycos, the internet search directory company, estimated that over 500,000 MP3 files were available on the internet.

"They thought they could

kill it - but in the last six months it has become clear that they can't," says Dominic Cameron, founder and director of AZTEC Internet, a European digital media consultancy. A recently announced alliance between InterTrust, a specialist in data protection, and Germany's Fraunhofer Institute - the main architect of the MP3 technology - could allay some of the recording industry's fears.

### Limitations of anti-copying

InterTrust and Fraunhofer aim to build anti-copying features into the MP3 technology, making it impossible to re-copy MP3 files taken off the internet. Mr Cameron acknowledges that anti-copying will help, but notes that there are limitations. "Anti-copying has been quite successful at protecting analogue satellite television content. There are moves to apply similar technology to digital content, but it is more difficult."

Anti-copying measures can also pose a threat to the advance of electronic commerce. Nana Mouskouri, the Greek pop singer and member of the European parliament, threw Europe's IT industry into a panic earlier this year over proposed measures to prevent "caching" of copyright data in web server computers. Caching is a technique used to speed up web access by storing copies

of data on alternative servers. The measures, now under consideration by the European parliament, call for caching to be outlawed. IT industry lobbyists say this is an unfair restriction and will prejudice the performance of the internet.

"All the brouhaha is really nothing to do with caching; it is more about the worry over MP3," says David Griffiths, European managing director of InfoLibra, a US specialist in web caching systems. "The point is that caches don't exist for MP3 content. If you really want to protect intellectual property then you don't allow it to be copied to a cache."

He believes that the legislation is unnecessary because there are many other ways that copyright owners can protect their interests. "You can use a password system, then transmit the content using a file transfer or some other mechanism that only allows authorised people to access the content."

Frank Cona, president of IP Warehouse, the US-based intellectual property protection specialist, says automation can also help in policing copyright infringement. "We specialise in monitoring infringement on the internet. It would be impossible to do this manually, so we have a program that examines web pages and checks for any copyright infringement. Any infringing web pages are time-stamped, stored and used as evidence

of copying. The US courts have accepted this as evidence and it has led to successful prosecutions."

John Frank, director of law and copyright affairs for Microsoft Europe, sees encryption as one of the best methods of protecting intellectual property in the new environment.

He also argues that legislators must take a broader view of the technology and not penalise the manufacturer. "The heated debate in Brussels and Strasbourg over copyright has led to some good changes in the law. But there is still some work to do in the technical measures. The PC should not be seen as a circumvention device for infringing copyright and encryption services will enable people to protect their intellectual property."

While he accepts that it is difficult to protect intellectual property in the new environment - regardless of what legislation is in place - Mr Frank points to the software industry as a successful model of effective policing. "The legislation is all very well - the hard part is effective protection and deterrence. The Business Software Alliance, a group of software vendors that have joined together to fight software piracy, is bringing cases of software copyright infringement and showing it can be done. But we still need more effective deterrents like jail sentences and confiscation of assets."

BROADBAND ACCESS by Paul Taylor

## Online rules will be rewritten as speeds rise dramatically

Livelier content and improved services will transform the internet when users are no longer constrained by slow access

Internet access will undergo a radical transformation over the next few years as current business and consumer access methods are replaced by high-speed "broadband" technologies such as cable modems, xDSL (digital subscriber line) and wireless systems.

These technologies will enable internet access at speeds of up to 100Mbps (Megabits per second), in other words several hundred times as fast as today's quickest "narrowband" modems, and provide "always on" connections.

As a result, they have the potential to transform the internet by delivering multimedia-rich services and electronic commerce.

"The long-awaited technological discontinuity known as broadband is about to rewrite the rules of the internet access game," say the authors of a McKinsey Quarterly article called *The Last Mile to the Internet*.

"Downloading web pages with narrowband technology has been likened to sucking

Jello through a straw," the McKinsey authors say.

"Broadband technologies, on the other hand, promise to deliver crisp text, video and sound as quickly as if the user were watching television."

The launch of broadband access technologies, which has already begun in the US and some parts of Europe, also has the potential to restructure the emerging internet access business.

"Having overcome their initial reluctance to join the fray, cable telephone and satellite companies are now competing in a quickening race to deliver broadband service to personal computers in consumers' homes," said the report.

This race is set to transform the users, the technology and the economics of internet access.

In particular, the new technology is able to create a broadband "last mile" to the home that can be used by cable and other companies to attack the narrowband local loop in which the regional Bell operating companies in the US have long held monopoly privileges.

"Since America Online and other internet service providers have no automatic or guaranteed access to customers who use broadband technology to get onto the internet, broadband may have the power to determine who wins and who loses in the internet access industry."

Similarly, Goldman Sachs analysts, in a new report on internet portals in Europe, note that "the key differentiating factors between ISPs will be data capacity and speed... there are many different networks vying to become the one of choice."

The technologies under-

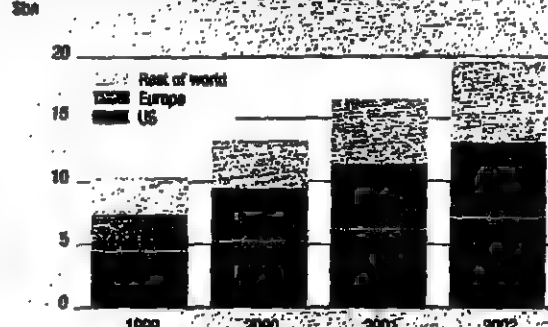
pinning broadband internet access have been around for several years, but have only recently begun to be deployed.

In the US and Europe, telecommunications operators have been reluctant to deploy new broadband access technologies. This is because of their concerns that it would cannibalise their highly lucrative ISDN (integrated services digital network) and leased-line ser-

vice connections. However, in some countries, such as the UK, where most cable operators installed two "twisted pair" phone lines along with their hybrid coax/fibre networks, cable companies could also choose to offer ADSL connections to home consumers.

More and more wireless competitors are betting on local multipoint distribution systems (LMDS), multichannel multipoint distribution systems (MMDS), satellite technologies and new technologies like powerline systems which use existing electricity lines.

Worldwide internet backbone market



Source: Statistica

vice including T1 lines in the US and E1 links in Europe which are offered to business customers at premium rates.

Cable TV companies have often been constrained by a lack of funds, as in Britain where the systems are relatively new, or by the need to upgrade ageing infrastructure in many continental European countries and the US.

The McKinsey authors argue that the competitive

**'The race is on to become the dominant broadband access technology'**

landscape has been changed by the arrival of digital satellite services in the US and now across Europe, which has forced cable operators to accelerate the upgrading of their systems in order to remain competitive - an upgrade which also enables them to offer high speed two-way internet access at relatively low costs.

Broadband internet access is based upon several technologies, each backed by a different industry group. Telecom operators are backing xDSL technology which itself comes in several different "flavours" including ADSL (asynchronous DSL), which typically provides up to 8Mbps over existing copper telephone lines.

Meanwhile, the cable companies are backing cable modems which can offer up to 10Mbps over a shared cable network, although data rates fall as more

"Of these technologies, cable modems and xDSL are the most viable in the next three to five years," say the McKinsey consultants.

"Satellite's infrastructure costs make it too expensive for the consumer segment. Wireless technologies that might challenge cable modems and xDSL are still in their infancy."

Meanwhile, the cost of cable and xDSL access is falling fast, bringing them into the price range of \$30 to \$50 per subscriber per month.

Indeed, in areas where these technologies are available, the adoption rates for xDSL and cable are higher than those for comparable new technologies in the past. Most analysts forecast that the number of broadband internet access customers will climb steeply from around 100,000 today to about 12.5m in 2002.

So the race is on to become the dominant broadband access technology. According to Insight Research, the US market research company, US internet consumers will spend about \$1.2bn on high speed access this year, but Insight warns that consumers will only be willing to pay once for a broadband connection device.

"With competing xDSL modems and cable modems selling at around \$250-\$300 each, the broadband modem that reaches the mass market first will capture an initial base of customers who will be reluctant to pay again to switch technologies."

In a report published a few months ago called *Consumer Demand for Broadband Services: xDSL, Cable Modems*

Turn to next page

CONTENT SAFEGUARDS by Michael Dempsey

## Data freedom has its risks

Online abuses have become the target of those seeking to preserve their reputation and protect the integrity of the internet

New employees at Zeneca, the UK pharmaceuticals and agrochemicals giant, are being asked to sign a code of conduct. Its purpose is not to regulate the way they behave but to lay down the way they should use the internet.

The code points out the risks involved if staff access sites that contain illegal or objectionable material. It states that internet use is being granted for business purposes only.

It thus allows Zeneca executives to demonstrate to third parties that the company has the best intentions in allowing its staff onto the world wide web. Above all, it shows that large corporations are beginning to acknowledge the risks of permitting unfettered internet access.

Nick Lockett, a London-based lawyer with the US law firm of Sidley and Austin, specialises in the impact of information technology on legal liability. Asked to highlight the biggest risk to widespread use of the internet, he says: "There are all sorts of issues here, but the main idea is to prevent legal liability coming back to the employer. This happens through incidents where staff send out illegally copied software via e-mail, or where an e-mail contains

libellous or defamatory statements."

Mr Lockett regularly briefs clients on the implications of e-mail and web use, helping to create a practical internal policy for using this technology, while avoiding the legal traps that go with it. Why have there been relatively few cases of companies being sued for employee activity over the internet?

"I think a lot of companies are being lucky. We are beginning to see cases in the US where a firm is sued and e-mail records are seized." He is very concerned that employees are failing to grasp the full significance of e-mail.

An e-mail communication has the same weight in law as a letter on company notepaper. Yet many staff are sending highly controversial opinions over e-mail in the belief that this is an invisible form of communication. This is extremely dangerous. "If you wouldn't put something in an internal memo, then don't put it on an e-mail," says Mr Lockett.

Sidley and Austin's recommended policy on e-mail stresses that "infringement of intellectual property rights does not require knowledge". This is a sentiment echoed by Neil Barrett, a senior scientist at Bull, the French computer group, who

has a special interest in the security of electronic communications.

"You can be open to court action due to e-mails, offensive advertising or incitement to racial hatred. Almost anything which is considered an offence outside of the world of computers is an offence when it's online."

This message was brought home forcefully by a court in Portland, Oregon, in February. A group of US anti-abortion activists had posted the names and addresses of surgeons working in abortion clinics on a web site. Those doctors and clinic staff murdered by fanatics had a cross drawn through their personal details.

### Damages

After seven murders at clinics during a five-year period, the court ruled that the way in which personal details were posted constituted threats. The group was ordered to pay \$107m in damages for putting out what clearly amounted to a hit list.

Intervention by the US legal system in defining acceptable content is symptomatic of an international trend. The internet developed in an academic and intellectual environment on the west coast of the US, where liberalism translates into tolerance for all forms of content, however extreme. This extends to material that

most people would find highly offensive.

As the internet moves out into a wider community, however, boundaries are being drawn. Australia, for example, is introducing a law that will make internet service providers (ISPs) legally liable for editorial content. In France, the government has placed an obligation on the companies that provide points of access to the web to provide software for clients that enables the blocking of certain services.

Now under debate in Germany is the Information and Communications Services Bill. This is particularly concerned with the proliferation of neo-Nazi material and propagation of the "Holocaust Lie", the denial by some right-wing extremists that the Holocaust ever took place. The bill proposes that ISPs must take responsibility for content.

At Planet Online, which claims to be the largest host of web sites in Europe - operating over 2,000 sites and running the FreeServe internet service for Dromas, the UK consumer electronics retailer - managing director John Beaumont rejects the idea that he should take responsibility for content. "Censorship is not the role of an ISP. It is the job of government. There are some areas that clearly do need control in order to protect the customer, but the ISP is not the right body for that control."

Mr Beaumont argues that the use of employment contracts is one way to encourage "the sort of behaviour you would expect from your people".

Zeneca uses a computer program called Cyber Patrol - supplied by The Learning Company (TLC) of the UK - to help it reinforce its code of conduct. This resides at the firewall security control on Zeneca's internet gateways and works by measuring internet access requests against its own list of prohibited sites.

Users specify a series of categories such as violence, profanity that allow Cyber Patrol to filter incoming messages. The critical aspect of this software is that TLC updates the filter on a weekly basis, compiling new lists of banned material as fresh sites emerge and extreme groups redraw their entries.

Alan Pickup, a network manager at Zeneca, says Cyber Patrol was introduced two years ago. "We have around half of our desktop PCs enabled to access the internet. This software just gives us an added assurance that staff are following best practice. If they try to log on to a banned site, they get a message popping up to tell them that access is barred."

Mr Pickup says staff have not complained about censorship. "Generally, people get the message the first time they see the 'access barred' screen."

# Digital access to the internet with ISDN.

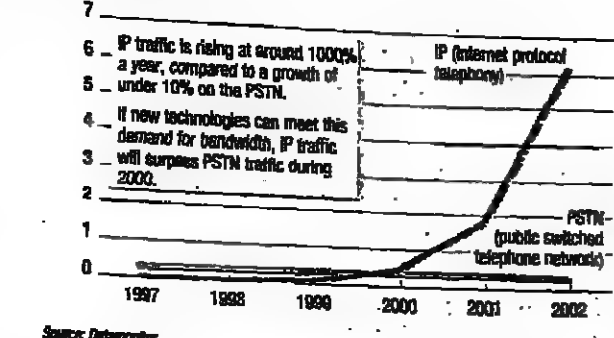
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Source: Datacenter

## Speedier access

From previous page:

and Wireless. Insight notes: "It is a race to market between the telcos with xDSL service and competing multiple system operators with cable modems."

The report suggests two scenarios. The first assumes the Universal ADSL Working Group (UAWG) develops an xDSL technology which becomes a built-in standard for the next PC generation. The second assumes cable operators will roll out system upgrades and that consumers will opt for the slightly faster service which cable modems should provide.

In both scenarios, cable modems are expected to lead in market share by 2003. "xDSL's main advantage is that it can be marketed and sold by the local telcos to the consumer market in the same way that they market other services," says Robert Rosenberg, Insight's president. "However, cable already covers 70 per cent of all households (in the US) and cable operators appear to be rolling out their high-speed service faster than the incumbent telephone companies."

The Strategis Group, another telecoms market research company, suggests there will be 6.2m cable modem households in the US by 2003, against about 500,000 today, and that some 9.1m households will subscribe to a broadband service by 2003, making it a market worth \$3.8bn. In contrast, it believes there will be 2.9m xDSL customers in the US in 2003, with most growth after next year.

The adoption of G.hn, a

new xDSL standard, in October is widely seen as crucial to its growth prospects. This is a consumer-oriented version of ADSL and will allow consumers to install the equipment themselves. Currently, cable and xDSL modems need to be installed by technicians.

As use of xDSL and cable modems grows, most analysts expect ISDN leased lines to lose market share. Until now, ISDN has offered the fastest access for most home users, though in some markets such as the UK, high installation and rental costs have slowed uptake.

However, ISDN and standard 56Kbps (kilobits per second) analogue modems could also face a challenge from wireless technologies and satellite links. In the UK, Telet, part of Millicom International Cellular, has launched a 386Kbps wireless service (to be increased to 2Mbps) which it claims is 50 per cent cheaper than leased lines, ISDN and BT's High-way service.

Like other broadband services, Telet's service offers an "always on" connection, removing the need for dial-up. The company plans to reach 60 per cent of the population by 2003.

Satellite operators are also preparing consumer broadband services. A number offer direct services aimed at business users.

That will change with the launch of low earth orbit systems such as that planned by Teledesic to deliver "affordable, worldwide access to fibre-like telecommunications services such as broadband internet access, video-conferencing and interactive multimedia".

LEGAL ISSUES by Geoffrey Naim

# The search for online evidence

Today's laws were mostly framed for pre-Internet conditions, but rapid changes are essential for e-commerce to flourish

Governments have traditionally taken the lead in calling for tighter regulation of the internet, but their calls are now being echoed by many users of the digital economy as the *laissez-faire* attitudes that traditionally prevailed start to backfire.

Today's laws mostly pre-date the internet and struggle to handle issues such as liability, intellectual property and taxation in cyberspace. A vivid demonstration of the problems that can arise occurred earlier this year in the Paris Court of Appeal, where internet libertarians confronted their nemesis in the unlikely shape of French model Estelle Hallyday.

She successfully sued a small French internet service provider for allowing nude pictures of her to be posted on one of the 47,000 web sites it hosted free of charge. The ISP, called *alterna.org*, has now shut down all its hosted websites to avoid a repeat of the Hallyday case.

In a country where *liberté* is etched on every coin, the case provoked an uproar, not least because Ms Hallyday sued the ISP rather than the individual who had posted the pictures. The court decided that the ISP's role in hosting the incriminating web pages, albeit unknowingly, was equivalent to that of a commercial publisher and fined it accordingly.

## European moves

The Hallyday case was last month discussed by a European parliamentary committee considering a proposal for a European directive to clarify the legal issues surrounding e-commerce.

In its draft opinion document, the committee says: "[The case] shows the need for a harmonised and unambiguous regulation at the European level, and exemplifies the very negative consequences that may arise from a confusion between these new, specific businesses of the information society and their approximate traditional counterparts, like printer or publisher."

There is now a growing recognition that the *laissez-faire* policies that spurred the internet's early development have created a dangerous legal vacuum in cyberspace.

One of the most promising technical features of the internet for publishers - the transfer of digital files - is also one of the most threatening.



The computer age is creating a growing range of legal issues for IT users and suppliers - now there are fears that legislators may try to introduce unworkable laws that stifle the fledgling e-commerce industry

"Digital technology allows the production of consistently perfect copies, in potentially infinite numbers," says Peter Stevens, in a UK report on legal issues and the web, by Manches, the Oxford-based legal firm.

In Britain and US, copyright protection arises automatically on the creation of original work. However,

in some countries copyright depends on registration, but the remedies available in an infringement action are often limited in the absence of registration, says the Manches report.

In the absence of specific legislation covering the internet, the temptation is to ignore the problem or apply existing laws with unpre-

dictable and often contradictory results.

One area ripe with problems is intellectual property rights, which are notoriously difficult to enforce over the internet. The music industry is particularly worried by the proliferation of web sites distributing copyright music using the MP3 file format, which compresses audio files to manageable size.

European musicians recently petitioned the European Parliament to take action to protect their royalty streams from the MP3 pirates. Playboy Enterprises has been one of the most active companies in enforcing copyright on the internet. It has been to court in the US on several occasions to successfully prevent web sites from illegally using photographs of its famous centrefolds.

But victory in such cases is far from certain because of the difficulty in applying conventional laws to the virtual world of the internet. Forrester Research, the US consultancy company, believes Europe is at a serious disadvantage in this respect because of its hotch-potch of national laws.

## Obstacles

"The EU must move fast to remove the obstacles presented by the current legal patchwork and create a more predictable environment for internet commerce," says Therese Turris, director of new media analysis in Forrester's European office.

In a recent Forrester survey, two-thirds of European business leaders surveyed felt that current EU regulation was ineffective or even detrimental to the development of e-commerce.

The EU has tried to foster a more favourable e-commerce environment with directives to bolster or harmonise national laws.

One example is the recent EU directive on digital signatures. By laying down minimum rules concerning security and liability, the directive aims to ensure electronic signatures are legally recognised throughout the EU. However, directives have to be translated into national law in each member state and this can be a slow process.

Forrester estimates that unless the obstacles can be removed quickly, Europe's internet economy could be reduced by as much as a

third by 2003. The current situation of uncertainty is already causing problems, according to those working in Europe's fledgling e-commerce industry.

"Today, we are clearly at a disadvantage in Europe because in some countries there is strict legislation that creates bottlenecks to e-commerce," says Anthony Belpaire, chief executive of Global-sign, a Brussels-based company closely involved in digital signatures.

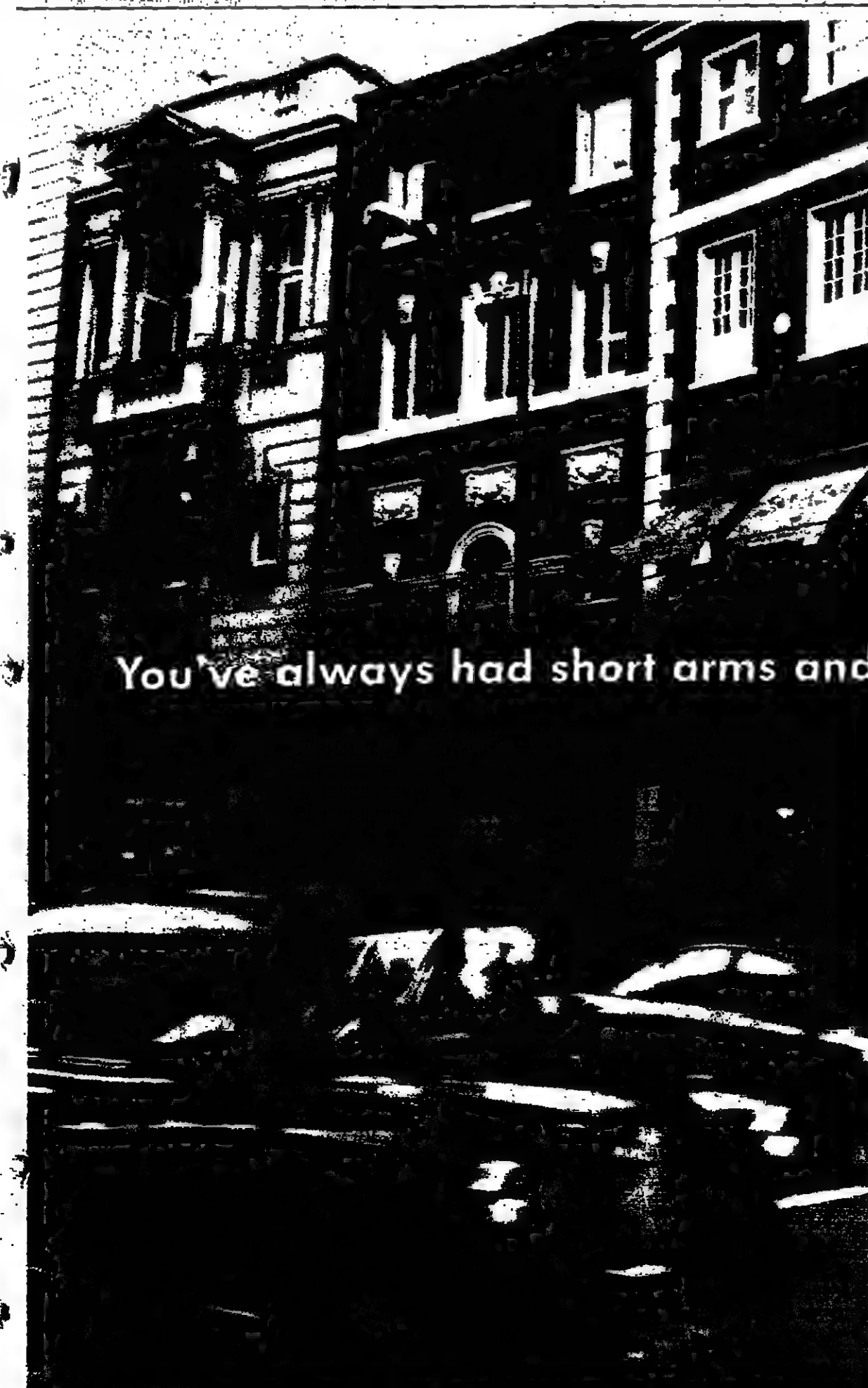
Nevertheless, Mr Belpaire takes some comfort from France's recent decision to relax its traditional strict stance on cryptography and the UK's moves to formulate a workable policy on digital signatures.

Global-sign hopes to create a pan-European network of certification authorities (CAs) that will issue digital certificates to consumers, traders and government agencies. These certificates could be used to sign and encrypt communications over the internet, including confidential e-mails, online purchases and dealings with government departments.

The European market for digital certificates could be worth \$650m by 2001, according to Datamonitor, the research company, but Global-sign fears this market will not materialise unless urgent action is taken to address Europe's fragmented digital signature policy and issues such as "cross-certification" - the process whereby certificates issued in one country are automatically recognised by a CA of another country.

The legal issues surrounding digital signatures and e-commerce in general are complex and as the market is still very small - online sales account for less than 1 per cent of retail sales in the US - there is an obvious tendency to let *laissez-faire* attitudes prevail. There is also a powerful lobby, particularly vocal in the US, which worries that legislators might introduce unworkable laws that stifle the fledgling e-commerce industry.

One of the lobby's achievements has been a three-year moratorium on internet taxes in the US. Nevertheless, for the full potential of e-commerce to be realised, new legislation is clearly needed, both to address the problems that are now emerging and to create a climate of certainty that will encourage businesses to invest in the new digital economy.



You've always had short arms and

sure enough, you can't catch a cab to save your life. Meanwhile, your wife is waiting, waiting, waiting. Enter e-services. You send out a signal on your PDA. Global positioning pinpoints your location. Instantly, your electronic request for a cab is bid out and matched to transportation services around the city based on rates and proximity to you. You're given the option of a cab (five minutes away) or a limo (ten minutes away). You opt for speed (wise man). You have a few minutes to kill, and since you're not frantically trying to throw yourself in front of a cab, you duck into a flower shop (very wise man). As you emerge, your ride pulls up. Think about this. Soon there will be a plethora of services seamlessly and invisibly linked to the Internet. Services that you can charge for. Electronic services. The next chapter of the Internet is about to be written. The service-based economy is about to explode. And it will have nothing to do with you working the Web. Instead, the Internet will work for you. [www.hp.com/e-services](http://www.hp.com/e-services)

The next E. E-services.



PORTALS by Christopher Price

# The view through the gateway

As online activity takes off, Internet search engines are trying to entice web site visitors to stay longer and sample their services

When Globalvision.com, a small British multimedia group, paid a record \$2m last month for three internet domain names, there was an air of inevitability about what it planned to do with its acquisitions.

London.com, England.com and Britain.com would be developed as the "portal sites for the best of Britain," according to Steve Potter, Globalvision.com's youthful president.

The UK group was just the latest to hit upon portals as the basis for its new internet venture. They have become the focal point of hundreds of internet business models, from online giants like Yahoo! to tiny British start-ups like Globalvision.com.

At first glance, it is not hard to see why. Internet search engine groups guide millions of internet users through the maze of the world wide web and initially made their first revenues from advertising and some channelling of "eyeballs" to paying sites.

However, it gradually dawned on them that if they could hold the users of their services as long as possible,

they would be able to extract more revenues from advertisers, sponsors and electronic commerce vendors.

In part, this was a reaction to the emerging popularity of internet community sites, modelled on the success of America Online. By attracting visitors as members and offering them a myriad of services, from shopping and chat rooms to the ability to post their own web pages, the community sites have grown rapidly.

Over the past 18 months, the search engines have begun reinventing themselves as portals, or gateways, to the web - and set about designing their entry pages to keep, entertain and inform users as long as possible.

Viewers are encouraged to create their own home pages, courtesy of the search engine they are using, in order that the information they previously sought regularly now arrives on their screen without searching. All the big search engines have followed this concept. Excite with My Excite, for example, and Yahoo! with My Yahoo!

The search engine groups have also been vying for new services to put on their portals - financial news, sports news, financial services, e-commerce opportunities, weather and stock prices, to name just a few.

And as if to underline the community strategy, the big search engine groups have been acquiring community sites. The biggest deal, the

**'The internet world moves fast. Today's fad is tomorrow's history'**

\$4.7bn acquisition of GeoCities, was struck by Yahoo! in January.

It is a strategy which has paid off well for the new internet portals. Yahoo! reported net profits of \$25m and earnings of 21 cents a share in the fourth quarter of 1998, up sharply on the \$1.3m of profits and 2 cents per share earnings reported

in the same quarter of last year. Revenues nearly tripled to \$76.4m.

Meanwhile, the other big search engine groups have become acquisition targets. Home, the internet service provider, paid \$6.7bn for Excite, while Lycos is in merger talks with USA Networks. AOL's purchase of Netscape was in part driven by the attraction of its Net-center portal.

Compaq is also seeking to cash in on the trend by listing the Alta Vista search engine/portal it acquired through the purchase of Digital Equipment.

However, some of these deals herald a threat for the existing portals and search engines. Deals such as those involving Home and AOL, reflect a move into the portal space by the internet service providers. And it is a trend which is also being seen elsewhere.

In the UK, for example, Freeserve, the ISP owned by Dixons, the retail group, has become the biggest in the country by virtue of its subscription-free offering. However, to pay for the service, Freeserve has turned itself

into a portal as well, offering a multitude of e-commerce services, as well as advertising and sponsorship.

Other ISPs have been forced to follow suit. Virgin and British Telecommunications, two of the biggest ISPs in the UK market, recently announced not only the cancellation of subscription charges but also an expansion of their web services.

The fact that groups like BT are joining Excite and Yahoo! in expanding their content underlines the consolidation in the market and the finite amount of advertising and sponsorship in the internet market, analysts believe.

And while the portal market is being squeezed from underneath by the ISPs, the media companies and telecoms groups - anxious too not to miss out on a share of the emerging internet market - are swooping down from above.

However, as the market matures and users become more sophisticated, analysts believe that the portal market could fragment around different segments.

"This portal gold rush

should be viewed as one step towards a wider evolution," says Gartner Group, the research house.

"The internet world moves fast: today's fad is tomorrow's ancient history. We project that the current attractiveness of such general interest portals as Yahoo! and Lycos will fade as the portal evolves towards more niche-interest portals."

These will aggregate content for specific communities of interest, Gartner believes, such as the medical profession, and stock traders. "By 2000, niche portals will replace portals as the most desirable piece of cyber real estate," it adds in a recent report.

This will be good news for those such as Globalvision.com. The company intends to use its three sites as portals offering links to sites that visitors to Britain would find useful, such as accommodation, gifts, excursions and car hire. It intends to offer potential partners, who have links from the sites, a revenue-sharing deal dependent on how much business the sites generate.

SECURITY by Mark Vernon

## Concerns may be overdone

Companies need to tackle the security issue in a more systematic way

Is security over open networks such as the internet a problem or not? Experts disagree. A recent pan-European research report from KPMG Management Consulting cites security concerns as the number one barrier to electronic commerce: a quarter of respondents agree.

But Mark Johnson, a KPMG partner, believes that security is an over-hyped issue. "The tools for overcoming security risks are available but it remains subject to media hype". The media, for its part, might justify the hype as being a result of the confusion.

But perhaps one key to the puzzle is understanding that technology in itself will not secure open networks. Thus security breaches will continue to arise. Various surveys claim that over 50 per cent of companies have suffered in the last two years, with many not recognising the attack until long afterwards.

The trouble is that companies are taking the wrong or at least an inadequate approach to the issue. "A point solution like a firewall is not enough," says Geraint Evans, product marketing manager for UK network integrators Chertokeff.

"The important point is to deploy a whole methodology in approaching security." Such a framework will

**Europe's Semper project aims for a secure system for electronic commerce**

account for every link of the electronic commerce chain, testing each one in isolation and then resolving weak points. Gartner Group, the research group believes that safe commerce-grade transactions can be performed on the web.

But it says that ensuring the integrity and privacy of such transactions is not an easy task, since it relies on making all aspects secure - from the user through to the back-end databases. Its report, *Secure Commerce via the Web*, argues that three choices face enterprises today: firstly, to invest in the technology and human resources to do the job safely; secondly, to refrain from making web-based transactions; and thirdly, to risk successful attack.

"We believe the first option is fast becoming the only viable solution," says the report. At a basic level, this first option need not be too daunting. User authentication via a password is of course a necessity but maybe passwords should also be changed every month.

Further, intuitive passwords that can easily be guessed by hackers might be prohibited. At a corporate level, a thorough-going policy on access from different locations is important. It is far easier to penetrate systems via dial-up connections than from local area networks in the office, for example.

"We are also seeing a growing interest in auditing tools, products that monitor traffic and spot anomalies," Chertokeff's Mr Evans adds. "Those companies that are most advanced in their use of electronic commerce recognise this and so are likely to regard [security] as a less significant barrier than those that have not," states KPMG's Mr Johnson.

For example, respondents whose companies had recorded sales via the internet were less likely to see security as a problem; and respondents in the UK, where companies are ahead in embracing electronic commerce, were the least concerned about security issues. But this is not to say that the security issue is receding. Indeed, some experts believe that the electronic commerce industry is only just beginning to grapple with the multiple challenges of providing security to open networks.

And that is not just media hype. One project in particular has been considered by ministers of the Group of 10

industrialised nations. The result is a project called Semper (secure electronic marketplace for Europe), which began in September 1995 and reported last December.

Semper is a collaborative effort. It embraces parties from the information technology industry, including IBM, the commercial sector - Germany's Commerzbank and Norway's SINTEF Telecom and Informatics are two recent additions - the academic community, such as the universities of Dortmund, Freiburg and Saarbrücken, and the European Commission, as part of its Advanced Communication Technologies and Services (ACTS).

The goal has been to devise the dominant, comprehensive solution for secure electronic commerce in Europe and then beyond. Michael Weidner of IBM's Zurich Research Laboratory identifies what makes Semper unique.

"It is the first project that aims at the complete picture of secure electronic commerce, not just specific pieces such as electronic payments, specific scenarios like online purchases, or specific products and protocols," he says.

This fundamental approach required a return to basics. So the framework includes legal as well as technical aspects. It recognises that an electronic marketplace is like a physical marketplace in that its main task is to bring potential buyers and sellers together.

But buyers or sellers might be dissatisfied with the exchange, which requires that in the virtual space, as in the traditional, exception handlers, dispute handlers and possibly an arbitrator are on hand, too. In all these aspects, specific security requirements are necessary, guaranteeing integrity, confidentiality and availability.

Further for an open system, such as that demanded by electronic commerce, the framework should be easily configurable and extendable to a broad range of difference scenarios.

"Another objective which distinguishes Semper from other projects is the concept of 'multi-party' security," says Mr Weidner.

"Ideally, Semper users can ensure their own security with only minimal trust in other parties. This is primarily a question of protocols, not of service interfaces. The trial has been welcomed by participants, even though the goals realised to date have been modest."

**'The most urgent and open problem is the security of the user's computer'**

Users who had already used public key technologies for online banking or the exchange of secure e-mail, saw the advantages of the Semper package in the fact that existing technologies are combined in one convenient tool which can be applied to the whole business process.

They also felt the software combining various existing technologies, that otherwise are difficult for the non-technical user to implement directly, would result in increased dissemination and use, thus offering fewer opportunities for abuse.

However, those behind Semper recognise its limitations. "The most urgent open problem is that of the security of the user's computer," says Mr Weidner. "At least one end of most electronic commerce transactions is handled by a PC with a standard operating system. Past experience has shown that these systems are notoriously insecure."

So far, this has posed no serious problems for electronic commerce, since there are even easier ways for criminals to defraud. However, this situation is likely to change. Although a battle has been won, the Semper team believes the war is far from over.



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مكتبة الامير



WEB SITE QUALITY by George Black

## Room for improvement

Many companies have far to go before their online offerings are worth viewing, with more commitment needed at the top

The web site has become one of the most important elements of an organisation's public image, yet many short-sighted groups still do not take a serious view of the web's potential. This is now a key management issue as the growth of electronic commerce accelerates.

In a few years, e-commerce is expected to make up around a quarter of all revenue for some of the participants. It could represent billions of dollars worth of trade in the next four or five years, according to various forecasts.

To neglect the medium through which this revenue is likely to flow would seem to be an extraordinary omission. A number of companies - notably in the US - have realised this and worked hard on their web sites.

Among them are online bookseller Amazon.com, whose success has dazzled the retailing world. Dell, the direct marketer of personal computers, Lufthansa, the German airline, and eBay, the internet auctioneer.

But there are many companies which still have far to go. A report earlier this year by Interactive Media in Retail Group (IMRG), the electronic commerce development group, concluded that some of the top 100 UK businesses had very poor web sites. Eleven of them even had no site that could be accessed.

Only three - British Telecom, Tesco, the supermarket chain, and Alliance and Leicester, the banking group - were given the highest rating of five stars, meaning that their site was "excellent, well-thought-out, great-looking, with lots of useful features and good customer support."

Two sites were classified as one star: "absolutely awful - don't waste your time!" Safeway, the supermarket chain, was said to have only a single page site, which related to recruitment, with nothing on its

stores' locations or opening hours, nothing on products or special promotions and no corporate information.

Steve Johnston, a manager at IMRG, said that there had been some improvement since its report last year, with the number of companies meriting four stars ("very good, but just falling short in some areas") increasing from 29 to 37.

But overall, the results were disappointing. "A lot were quite boring and most still have a long way to go before they get it right. Small firms often do it a lot better than big ones," he remarked.

Mike Thompson, research manager at the Butler Group consultancy, agreed. "It is a

major concern that large organisations do not appreciate the possibilities of e-commerce and have web sites which are just another advertising medium.

"This is completely inadequate. They do not give their prospective customers anything like the same experience as real-world shopping. They spend a fortune on laying out their stores, but do not seem to put much thought into laying out their web sites."

"Smaller companies often do it better because they realise the need to leverage all possibilities. Large ones just think their customers are sure to keep coming back to them."

He cited England's Newcastle United football club, which he said took the shopper straight to the till after buying a shirt - without offering him the chance to

buy anything else, except by going around the whole store again.

A leading travel agency, which claimed to have around 5,000 holidays, only offered around 30 online. "Even on the best sites, online shopping is not generally a pleasurable experience," he said.

UK companies could lose business to overseas competitors, especially from the US, which put more effort into their web sites. "It might not be worth driving a long way to go to another store. But online, it is very easy to click on to a different web site. People will go wherever they get the best service."

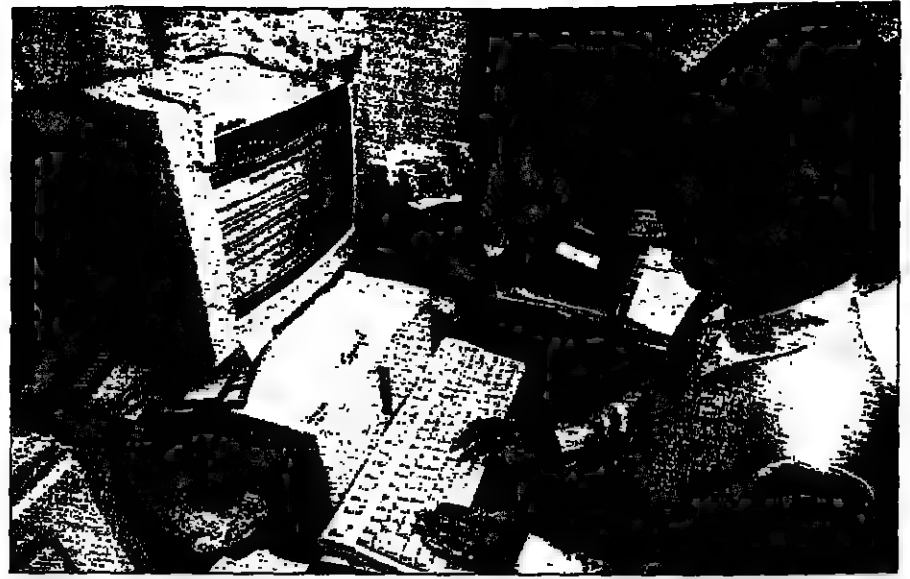
The web site quality and performance of a company depends largely on the level of commitment of the chief executive and top managers. In the past couple of years, senior managers have had a

lot of other issues to worry about - the year 2000 date change and the arrival of the euro, for example - and may have put the web site to the back of the queue.

Both Mr Johnston and Mr Thompson said the key to creating a good web site was to make it simple to navigate around a large volume of information. Most important was to meet the expectations of the online customer, whether for home delivery or any online quotation.

"The trouble is that expectations seem to be running way ahead of corporate strategy," said Mr Johnston. He often came across "lonely e-commerce evangelists" in traditional businesses, begging for money with which to set up or develop a web site.

Managers had to invest in e-commerce for the long term and reckon to spend at



Online shopping in the US: in Maryland, Marguerite Smalls shops at Spiegel via the internet

several hundred thousand pounds to create and maintain an effective web site. However, compared to the potential long-term return on investment, that cost could be considered fairly low.

Almost all organisations will need to buy in the skills to develop a web site and

those skills are scarce. "There are plenty of people who will give you some fancy graphics that eat up bandwidth, but few seem to understand the importance of making it easy to use," said Mr Thompson.

Martin Chilcott, chairman of Clarity, the online business development consul-

tancy, said that a year ago, companies were hoping to build a web site for under \$40,000 (\$65,000), but \$100,000 was the minimum investment now for a good small web site. Clarity recently helped Carphone Warehouse set up a site for an initial expenditure of around \$500,000.

MAINTAINING A WEB SITE by Joia Shillingford

## The cost of creating a strong online identity

Companies can choose to spend modest sums on their internet presence or invest heavily for a wide range of features

The cost of building and maintaining web sites varies enormously, from the small self-built site to the global electronic commerce hub.

According to UUNET, the internet service provider owned by MCI WorldCom of the US, \$10,000 (\$16,000) buys an entry-level web site, \$10,000-\$50,000 a medium site, and \$50,000-plus a major site.

"However, the cost also varies by type of site," says Mark Desvieux of UUNET, who works with a range of partner web companies. Sites can be made up of different elements:

□ "Brochureware" - transferring the company brochure online  
□ Interactive - a site which uses web technology to create a dynamic experience for the user  
□ Database-driven - collection and delivery of information

□ Multimedia - high level presentation using creative audio-visual technologies such as Flash and Shockwave  
□ Streaming video - the delivery of audio, video and newsfeeds on a web site.

"As there is such a diverse range of options available," says Mr Desvieux, "it is very difficult to pigeon-hole sites. Web companies will, therefore, rarely offer a packaged product." If they do, "such sites are likely to be very basic."

"In terms of maintenance, companies have various options based on the number of days per week, month or year the site needs to be updated," adds Mr Desvieux. "As a rough idea, a site costing \$50,000 to design and build will probably require two days a week maintenance," he says. "The total maintenance cost, associated

2600 per day, is then over \$50,000 a year.

"But web technology is becoming very clever," believes Mr Desvieux, "and investing in a \$50,000 database-driven system or an automated newsfeed can actually repay itself within six months if the alternative is hiring an HTML (hypertext markup language) programmer to update the site manually."

Companies setting up web sites may also have to devote a number of internal staff to making sure their web site is up-to-date, adding new services and promoting the site.

Omniscience, web designer to Virgin Books, Vi Music (part of Virgin) and Subaru, the Japanese car company, believe that if enough business sense is applied to the design of a site, then no further maintenance will be

needed from the design consultants.

Time-Warner of the US found its internet costs heavy when it first ventured online. But at their best, web sites can make a substantial contribution.

For Dell, the US personal computer company, revenue from the world wide web has now reached \$10m. Yet its internet-based resources mean that its costs are similar, whether it accepts orders for 10 or 10,000 systems.

Nor did the company have to re-engineer its manufacturing processes very much to exploit the web - the infrastructure was in place, being implicit in the direct business model.

It has also built 180 customised web pages for business customers in the UK. These Premier Pages offer a raft of benefits for the introduction of operational efficiencies at customer sites.

At Regus, the business centre operator, a web site

has cut the cost of marketing and recruitment. Regus has a budget of £200,000 for its web site, which it is using to support rapid expansion. It has an international web site, with a further six versions in Finland, Danish, Japanese, Norwegian, German and French. Hong Kong and south-east Asian web sites are in the pipeline.

The internet helps Regus to solve a number of problems related to marketing new centres, which it is opening at the rate of one every three days.

For example, the UK-based company can produce online marketing literature for overseas centres far more quickly than if it had to print this and post it from the UK. That means the marketing of a centre can start around three months earlier.

The Regus web site also generates enquiries. During the site's first year, it generated over £5m worth of business, making a four-fold return on investment -

twice as high as any of its off-line marketing activities. And the cost of each enquiry is 50p, almost half that of traditional methods.

However, the company believes the biggest savings will come from using the internet to recruit. Already, Regus has saved £25,000 by using the internet to recruit 10 people.

The appointments filled were middle to senior managers in Greece, Poland and the US - typically very hard markets to recruit for. This year, 3,000 new staff will be needed worldwide and many will also be in countries which are hard to recruit in, such as Peru, Columbia and Slovenia.

Web sites can, of course, be built very cheaply. For example, web authoring software package HotMetal Pro from SoftQuad is claimed to be as easy to use as Microsoft Word or Excel and costs \$99. The company says it can be used by anyone from complete novices to semi-professional designers.

British Telecom, which has an e-mail service, also offers approximately 10 web site packages, ranging from simple sites ready within hours to tailor-made sites for large companies. Costs range from a cheap solution for small- to medium-sized enterprises at a few hundred pounds to more expensive managed dedicated server packages costing thousands of pounds a year.

Dharmesh Mistry, director of engineering at Entrant, the UK web designer and strategist, says a company should allow from £10 to £1,000 a month to meet the cost of hosting its web site. Sometimes, hosting will even be provided free.

But Entrant, which designed the Eagle Star Direct insurance site, warns that companies should expect costs at the top of the range if they want service level guarantees and 24-hour monitoring.

### CASE STUDY INTEL

## Online move beats e-commerce target

Intel has been a strong supporter of e-commerce, recognising that the move to online sales will boost sales of Intel-based servers and personal computers.

But it was not until July of last year that the US company set up its own e-commerce operations. It launched an extranet last July to communicate more effectively with its clients. Its largest customers already use EDI (electronic data interchange) systems to place their chip and other product orders online.

Intel's goal with its extranet was to improve communications with its small- to medium-sized customers who cannot afford to set up similar EDI connections.

The extranet, called the E-Business Program, had a goal of making it easier for customers to place orders for chips, motherboards, chip sets, flash memory and other products. Intel was currently handling such requests through faxed orders and telephone orders.

Streamlining this business process through standard internet technologies such as web browsers was the key goal for Intel. Instead of

having to install a complex EDI system, customers using Intel's extranet need no special software and can easily place their orders online and download related information.

Late last year, Intel said that this extranet had more than achieved its goals and had exceeded more than \$1bn in sales in only its first month of operations, beating its own estimates of how much business it could handle and representing one of the most successful e-commerce ventures to date. With such a high monthly sales level, Intel quickly surpassed the other well-publicised examples from Dell Computer, Cisco Systems and other companies. Dell, for example, handles about \$300m a month in online business, while Cisco has about \$400m a month in orders.

Intel says that it decided to make a big splash in e-commerce rather than starting off small and building the site out to attract larger numbers of customers. By starting off with a large goal in mind, Intel says it could quickly bring in customers rather than just offer a small number of online services.



Pentium III: Intel's vice-president of world marketing operations, with the company's powerful new processor

The Intel extranet also has other key benefits that save the company much time and money. The extranet features information on Intel products and offers online support services rather than relying on more expensive and traditional methods of supporting customers. There is also an order-tracking service allowing customers to look up the status of their order easily without having to call a customer representative.

Intel says that before setting up its extranet, it was handling about 45,000 faxes per month from customers based in Taiwan alone; eliminating these faxes has freed up its staff to work on other customer support issues. Although there were some fears that Intel would be competing with large distributors that sell Intel products to smaller businesses, there has so far been little conflict.

Paul Otellini, senior vice president at Intel, recently told financial analysts that the company was surprised at the success of its e-commerce operations. Compared with its original goal of handling \$1bn in online sales per quarter, he said that Intel should easily exceed \$2.5bn per quarter.

Intel's e-commerce efforts illustrate the success of a business-to-business e-commerce venture. This is a form of e-business which ties in suppliers and customers more tightly than before and introduces business efficiencies that benefit both Intel and its customers.

Intel says that it is investigating ways of introducing additional e-commerce initiatives and it may also set up an extranet to help its largest customers improve the delivery of Intel parts to PC production lines.

Tom Foremski

### CASE STUDY INTERWORLD

## Spreading the digital message

In the heady world of electronic commerce - still in its infancy, but growing at a starting pace - much of the emphasis has been on headline-grabbing consumer activities.

But the real test of its effectiveness for companies is the extent to which it helps transform their operations to fit them for the digital age.

While some companies have taken an aggressive line on the adoption of information technology, many remain half-hearted and unsure.

This hesitancy has been reinforced by the huge task of ensuring that IT systems are not undone by the year 2000 date problem. But those in the forefront of the electronic business wave are convinced that Y2K will only be a temporary obstacle.

"E-commerce is the most important strategic business initiative [this year] after Y2K," asserts Michael Donahue, co-founder and chairman of InterWorld, a US provider of software for internet commerce. "But after the [year 2000] fire-fighting, it is time for e-commerce," he adds. "The business world is increasingly about the continual improvement and optimisation of business

processes." Along with other e-commerce specialists, InterWorld is a young company, having been formed in 1995. But its products, concentrated on the selling side of online commerce, have given it a growing market position. It offers clients "out-of-the-box" packages to meet software needs in the areas of sales, order management, account management and order execution.

In a move showing the importance of alliances and partnerships in the IT-driven business arena, InterWorld has just linked up with Cisco, the leading network equipment supplier. Cisco is keen to bring its own online business model - which has generated big cost-savings and sales revenues - to the outside market.

"People are keen to learn what we've done," says Wim Elfrink, Cisco's vice president for consumer advocacy in Europe, the Middle East and Africa. In Europe, e-commerce is still mainly associated with getting a catalogue online in the minds of many companies, he feels. "But e-commerce means going right through your business



Michael Donahue, co-founder and chairman of InterWorld, says that after the year 2000 fire-fighting, "it is time for e-commerce"

processes." He expects "an explosive boom in e-commerce deployment as of next year. Along the way, 'a lot of money will be spent'."

To spread its message, Cisco, which has taken a small stake in InterWorld, is also working with leading consultants and other e-commerce specialists. Its internet evangelism is clearly linked to the prospect of more sales. Even so, the truly online economy that Cisco and others have in view is still some way off. "But the promise of the Internet is the global digital economy," states Mr Donahue.

InterWorld, privately-owned but planning a stock market listing, took a thorough approach to e-commerce, concentrating first on research and development before moving to marketing and sales. Today, it has some 80 customers - including NCR,

Cendant, GeoCities and Toys R Us - and has moved beyond north America to Europe, Japan and Australia.

"We've been very focused and pragmatic," Mr Donahue says. So that its products can be fitted to customers' needs, InterWorld's Process-Centric computing approach allows them to create applications modelled on their own business processes. These can be linked to customers' enterprise resource planning, customer relationship and other systems.

A big challenge for suppliers of e-commerce services and equipment is scalability, so that solutions can be expanded in line with growing demand. This is where partnerships with other companies are vital. "You need a solution that evolves with you, weekly and monthly," says Mr Donahue.

Andrew Fisher

Team 121



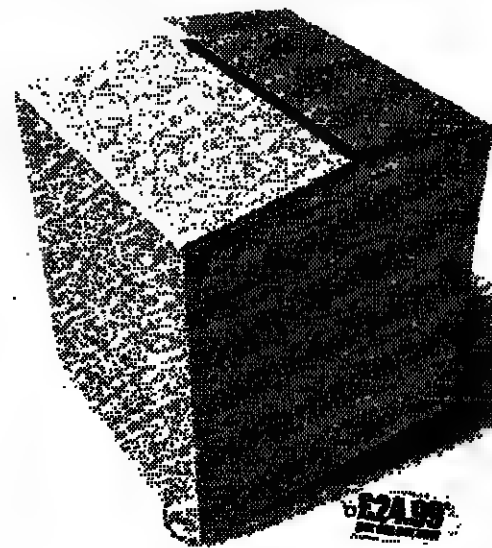
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## MOBILE INTERNET ACCESS by Joia Shillingford

## E-mail solutions wherever you are

As e-commerce evolves, telecoms companies believe that executives away on business will increasingly look for ways to access the internet

Mobile access to the internet accounts for only a small proportion of mobile phone traffic. But companies such as Ericsson are betting it will be the "killer application" in the new world of high speed mobile communications.

Below, we look at a number of "log-on and go" strategies from the "luggage-free" to the "full-on backache" approach:

## 'No-luggage' options

One of the most portable strategies for receiving e-mail "on the go" is to ask your contacts to e-mail messages to a web-based mailbox service, such as Microsoft's Hotmail, as well as to your normal one.

This means that when you are away on business, you can use any computer connected to the internet's world wide web to check your mail. This could be a PC in an office you are visiting, an internet cafe, or the hotel's business centre. The beauty of this arrangement is that you do not need to carry a laptop computer.

The downside is that you may have to pay quite a lot to use the hotel's PC and you may not know where the nearest internet cafe is or feel like going there at the end of a long day. Your contacts may also forget to copy your messages to your second mailbox (though you could switch over to a web-based e-mail service altogether).

Another option is to use a mobility service such as Breeze Contact, launched at the end of March by Breeze, a subsidiary of UK-based Martin Dawes.

This service can consolidate all your voicemail, faxes and e-mails into a single box and read out your e-mails to you automatically when you are out and about. Breeze Contact will work with any fixed phone, mobile or electronic mail service.

Alternatively, if you have a Breeze mailbox you can set up a device that you can check your messages on the web. Prices in the UK for Breeze Contact are likely to be around £2.50 a month.

Breeze also offers a free e-mail service, where - as with Dixon's FreeServe - you pay for telephone support. Before long, you may even be able to surf the internet using the voice

equivalent of an internet web browser from Lucent, AT&T or Motorola.

The three US companies have come together to form the Voice Extensible Markup Language (VXML) Forum. With the backing of 17 other companies, they plan to draw up a standard, VXML, for using the human voice to browse the net.

A draft specification should be available by the end of this year. The idea behind VXML is that users should be able to use conversation to interact with the internet and call up audio files of information on, say, train timetables or weather information.

## 'Not much luggage' options

Another strategy for connecting to the net wherever you are, wait a while. Options for the mobile executive who does not want to carry much luggage should increase when third generation mobile networks with higher data speeds start to appear.

This product did not do so well when first launched because it was rather large for a mobile phone. But the company has shrunk it down to a much more feasible size. The new Communicator can be used just as a phone, just as an organiser or to check e-mails.

You can browse the internet, too, but data access speeds will be faster when the General Packet Radio Services standard enters commercial use. However, Bridget Blow, chief executive of ITNet, the UK outsourcing company, became a fan with the first model and uses it to check e-mails when away on business.

There should soon be far more portable devices around that either have communications built in or are easy to connect to a mobile. This is because Symbian, a company owned by Psion, the UK-based personal organiser company, and mobile phone makers Ericsson, Nokia and Motorola, has adapted Psion's EPOC operating system for mobile devices.

The first EPOC-based device for the executive who must access the internet is Ericsson's MC 218, which stands for Mobile Companion. This "companion" is supplied with an infrared modem and can be used with any Ericsson mobile for electronic mail and fax.

The company says its mobile companion is "part of

a divided smart-phone concept." It advises: "On a business trip, bring the phone and the MC 218, to a meeting bring the MC 218, walking the dog, bring the phone."

According to Ericsson, the EPOC operating system is fast to operate and consumes less power than others. The mobile device also works with WAP, the wireless access protocol defined by US company Unwired Planet for looking at the internet from a small screen.

WAP also defines how information should be displayed on the internet if it is to be viewed from a small device. Many mobile phone makers are supporting it.

So, if you want to surf the internet from a phone alone, look for a large liquid crystal display and support for WAP. Or if you want net connection at the touch of the button, French telecoms equipment maker Alcatel plans to launch its Web-Touch touch-screen mobile at the end of summer.

If you do not yet need to connect to the net wherever you are, wait a while. Options for the mobile executive who does not want to carry much luggage should increase when third generation mobile networks with higher data speeds start to appear.

## 'Backache' special

The "not much luggage" options are fine if you just plan to exchange short e-mail messages or look for internet information that is easy to view on a small device.

But if you have to type up a long report or a memo of more than a few hundred words, typing on the keyboard of a personal organiser is not a lot of fun. That leaves the "no-luggage" option of using a business centre or internet cafe.

However, if you want to do lengthy work on a plane, you will still need a portable computer and, ideally, a mobile phone and data card (for e-mail) or an infrared modem. On top of that, you may well be carrying a personal organiser full of phone numbers plus a few spare batteries for the portable. And an AC adaptor for recharging them.

That is the bad news. The good news is that portable computers are becoming lighter (for example, the Sony Valo and the Toshiba Libretto) and that for many jobs, an organiser-sized device will do. It all adds up to better news for backs everywhere.

## NEW COMPETITION: Financial Times International Business Web Site of the Year

## Enter now for the 1999 awards

An opportunity for companies to win prestigious awards for international business web sites

After the success of last year's competition, it is now time to start registering your entries for the 1999 Financial Times International Business Web Site Awards.

An expanded competition will again be sponsored by UUNET, which will be joined this year by PricewaterhouseCoopers, one of the world's leading management consultants.

These increasingly prestigious awards were launched two years ago to recognise companies in various market sectors that have used the power of the internet to achieve significant commercial advantage. But with the increasing importance of the internet to business, the time was right to introduce a new and more inclusive element by inviting PricewaterhouseCoopers

management consultants to jointly sponsor the event.

This year, the awards have been improved to highlight the continued growth in e-business and web activity internationally.

UUNET, an MCI WorldCom company and a global leader in internet communications, continues its commitment to the competition by sponsoring the event for a third successive year.

"Over the past two years, we have seen the standard and number of entries increase dramatically."

"This year, we anticipate an

what we believe will become the leading business internet award scheme internationally."

Patrick King, partner at PricewaterhouseCoopers

UUNET  
An MCI WorldCom Company

Management Consulting Services, comments: "Businesses must realise that globally, we are about to undergo a massive and disruptive change."

"And yet what continues to

PRICewaterhouseCOOPERS

even higher standard as the nature and benefits of e-business become more fully understood by businesses in all sectors of industry," says Joe Cliff, UUNET's UK marketing director. "We are also delighted to welcome PricewaterhouseCoopers who will bring a new dimension to

surprise us at PricewaterhouseCoopers is that if you draw a conclusion from the levels of e-business activity across Europe, you would have to infer that nobody has seen this change coming."

"This is crazy - it is like expecting red flags in front of

oncoming cars. "Although the 'e' prefix in e-business will dissolve - after all it's just IT and the value chain - the transition will completely reshape the business landscape."

"PricewaterhouseCoopers want to encourage individuals and organisations to embrace change and stay ahead of their competition."

"We are delighted to be part of the FT's International Web Awards because it gives us the opportunity to highlight and commend the achievers, as well as to encourage others to follow in the path of the few."

## Categories

The 1999 Financial Times International Business Website of the Year awards will be presented to winners in each of the following five categories:

- Best Large Organisation (excluding financial sector): The 1998 winner was Dell Europe.
- Best Financial Services Site: The 1998 joint winners -



GNI Ltd and the Co-Operative Bank.

- Best Public Sector Site: Last year's winner was BBC News Online.
- Best Small-To-Medium Enterprise Site: The 1998 winner was PhotoDisc Europe.
- This year, we are introducing a new category: Business Web Site of the Decade - which will be voted for by FT readers.

## How to enter

Entries will close in July. Details of how to enter can be found by visiting the web site: [www.businesswebawards.com](http://www.businesswebawards.com) or via the FT.com web site: [www.ft.com/hippocampus/q&a22.htm](http://www.ft.com/hippocampus/q&a22.htm)

## PRESSURES ON THE INTERNET by Mark Vernon

## Can the technology cope?

Within six years, there may be 300m people online, but the internet is only as fast as the weakest part of the network

Traffic on the internet is soaring, but will the technology be able to keep up? What demands will the online explosion make on the chips and cables, servers and switches that carry this voluminous traffic?

According to Datamonitor, the research company, the global online population is set to exceed 350m in 2002 and 300m in 2005. The steepest growth is expected in the previously under-developed markets of Asia and South America.

Datamonitor - in its report, *The Future of the Internet* - also predicts a sharp rise in the volume of traffic attributable to video and audio-intensive applications, which means there will be a growing need for bandwidth expansion. These applications now account for 2 per cent of internet traffic and by 2003 will account for 6 per cent.

With demands on the internet set to strain capacity further, the obvious response is to boost computer processing and data transmitting power. But the problem can actually be tackled in a rather more sophisticated way.

For any individual user, the internet is only as fast and effective as the weakest link in the chain. Particularly for dial-up, small business and domestic users, this weak link is likely to be located in the section of the network that carries traffic

the last half-mile to the desktop, the so-called local loop.

Much development work is being done on bridging the gap between ISDN (integrated services digital network) and the much faster T-1 connections, the former being about the fastest option before the massive leap to the bandwidth of the latter. "However, [alternative] services are unlikely to be fully deployed for around two years, meaning that there will still be a lack of bandwidth for these companies in the foreseeable future," says Datamonitor's Phil Collins.

"The ultimate aim of service providers is Fibre To The Home, but it is accepted that this is many years away. Estimates range from 15 to 30." Fibre inherently contains around 100 times the capacity of coaxial cable. Coaxial cable networks inherently contain around 1,000 times the bandwidth of copper pairs, the link that dominates the local loop now.

But this is not to say that local loop speeds are not improving rapidly. ADSL (asymmetric digital subscriber line) and cable modems will provide the next leap in service at this end of the market. "ADSL and VDSL (very high-data-rate DSL) together allow carriers to move to a fibre architecture through ever-shortening copper pairs, with the data speed being

adjusted for local conditions," says Mr Collins.

In part because of this delay, software tools that optimise the hardware's efforts and provide an alternative to relentless upgrades are rapidly gaining ground. The deeper argument in favour of this approach is that the internet's performance is a more subtle issue than just a question of the size of the backbone, whether this is under the Atlantic or at the end of the street.

Reverse Proxy Caching is

The internet's wild nature brings big problems for 'voice packets'

one intelligent technology used to ease pressures on the internet. Local servers are used to store web content that is either frequently requested or stays comparatively static over time. "Approximately 80 per cent of the internet is like this," says Eugene Forrester, regional product manager for Novell, the US networking software group.

"Caching offloads the demand from the web server as well as working much more efficiently, since the streaming of information can be performed ahead of an enquiry being made."

Additional gains can be made not only by redistributing the flow of traffic across the network, but also

by breaking the flow down, according to different types of data and then handling each more appropriately. Consider, for example, what happens when voice is transmitted alongside data in web-based call centre services.

The chaotic nature of the internet that arises from packets of data being sent independently creates great problems for voice packets that have to arrive more or less simultaneously at their destination. To avoid delays, voice must be given priority, but this reduces the overall speed, since it means that packets must be physically inspected.

"A trade-off can be managed by introducing flow sensitivity," says Todd Krautkremer, vice president for marketing at Packeteer, the US bandwidth management company. "At the centre of the network, speed is all important. So our technology inspects packets at the edge and attaches a signature to them, allowing transmission rates to be varied without having to look at every packet, every time."

This technology is called Stateful Inspection and is also deployed by Cisco, the US network equipment group, in its PIX Firewall. Again, instead of every packet being inspected as it moves through the firewall, data is classified in advance by a proxy server.

Virtual Private Networks pose a similar problem. VPNs are, in essence, a means for parties to speak privately to one another across otherwise open net-

works. The facility is delivered by hardware that opens up tunnels across the public highway through which secure data travels.

"There are various ways of doing this, but it makes intense demands on traditional routers; since data must be encrypted and then interpreted, compressed and then decompressed," explains Colin Gibbs, systems engineer manager with Nortel's Bay Networks.

However, a distributed switch architecture, which spreads the load for encryption and compression functions across a number of processors, means that the traditional routers - of which the bulk of the internet is currently comprised - can be blind to the demands of VPNs.

"Doing this will be a problem for a while on the internet, since ISPs and their networks do not necessarily support distributed architectures," says Mr Gibbs.

"We advise customers to ask about it and ensure that encryption and compression can be adequately handled. Otherwise, it can cause severe problems."

The death of bandwidth, when infinite connectivity becomes a commodity rather than a luxury, is predicted by some experts to be only a few years away.

For many internet users, however, they could be rather long years. Intelligent technology, offering alternatives to the crude demand for more hardware power, will make the waiting period more bearable.

## SMART CARDS ON THE INTERNET by Rod Newing

## High potential, big delays

Smart cards could offer security in online payments, but by the time they are ready for use, they may not be needed

In the anonymous world of the internet, smart cards offer a means of authenticating that you are who you claim to be. A smart card is like a payment card, but contains an embedded tamper-proof computer processor.

This allows it to carry out complex encryption calculations and to hold data - such as digital certificates - securely. This can only be obtained from a trusted third party organisation to whom the holder is known.

A smart card brings authentication and portability to electronic mail, electronic commerce, electronic cash, banking, subscription-based information services, dealings with governments, electronic tickets and reservations, stock purchasing and other activities.

"As well as lacking authentication, internet security is weak because encryption keys are stored on a PC and controlled by insecure browsers," says Nick Haggood, chief executive of Moseco, an industry-wide consortium that controls the Motos multi-application operating system.

"There is also no proof of the transaction in the event of a dispute. A smart card provides a tiny secure area to store encryption keys that can be physically removed from the PC. The most

company has recently announced Smart Card for Windows, an operating system for smart cards, with the vision "to place a smart card in every pocket that enables the cardholder to have secure access to online resources."

Monex International, the MasterCard subsidiary, has just launched a Motos multi-functional smart card that carries ActivCard, a product similar to GemSafe. This allows banks to issue smart cards that provide debit and credit payments combined.

identity of the buyer," says

Carolann Mearns, author of *The Smart Card*.

"This ability to provide digital signatures through the card has the potential to transform internet trading by making it possible to carry out secure internet

trading from the home, office, hotel room, kiosk in a shopping mall or from mobile telephones. However, smart payment cards are not in widespread issue, particularly not in the United States, where internet usage is greatest."

Smart cards are being harnessed to provide electronic cash in the physical world and offer the potential to make "micropayments" over the internet. More importantly, the internet offers an obvious channel for downloading cash from a bank account to the card to be spent physically.

"Smart cards are a technology with a lot of promise on the internet, but there are a lot of obstacles to deployment," says Gary Eichorn, chief executive officer of Open Market, the electronic commerce software provider. "One of these is the ability to have access to cheap and easy readers on the desktop for the consumer, as well as the infrastructure required on the server."

Wells Fargo, the world's largest internet bank, has recently conducted a seven month trial for 100 employees to use a smart card over

the internet. It authenticates them to transfer money between their checking, savings and money market accounts and to transfer funds to the card as Mondex electronic cash. This can be spent on the internet with three merchants or used physically in the staff canteen and nearby shops.

"The objective was to test the technology," says Clark Weber, electronic commerce product manager at Gemplus who was involved with the trial. "There are network issues to address, as transferring cash to the card takes 25-30 seconds. People's tolerance level to delay is about 15 seconds maximum."

The widespread use of electronic commerce, internet banking, online trading without smart cards is ominous. It will be especially difficult to suggest to people that their current transactions need more security without frightening them off-line completely.

"The internet won't wait for smart cards and will solve its own problems," says George Wallner, chairman and chief technologist at Hypercom, the data equipment manufacturer. "We sell a lot of electronic commerce software and authentication is not our customers' concern, but making a sale."

Everybody understands that payment security is a weakness, but by the time smart cards become useful for the internet, it won't want them!"

## BUY INTERNETS!

The Dines Letter has been very bullish on the Internet group for several years, and their three favorites have been America Online, Amazon.com and CMGI!!

In recent years The Dines Letter has produced a phenomenal track record based on these three predictions:

- 1) The Internet is the greatest invention since the Gutenberg Bible and therefore should generate huge profits.
- 2) The Internet would "redefine every industry on earth," and therefore there should be at least one huge new winner in every industry - which is partially why they recommended Amazon.com at 9-1-2.
- 3) Therefore, since it is so difficult to select the ultimate winners in each field with certainty this early, The Dines Letter has very carefully selected a group of probable winners in a range of industries, each one a "swing for the fences" such as this accompanying chart. Then, by placing an equal amount of capital in each one of them, comes out to only around \$13,000, and the next few years could be as profitable as the last few!

TDL strongly rejects the popular view that internet are "overpriced," a "bubble," a "craze" - opinions that have been wrong for years. Instead, you are urged to buy the above mentioned recommended Internet portfolio immediately!

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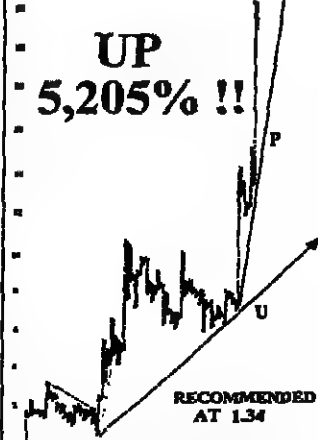
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# Insurance web sites mushroom in the US

For the insurance industry, a big advantage of selling via the internet is that the client does the work and pays the connection costs, writes **Geoffrey Naim**

Insurance has long been the sleeping giant of the financial services industry and innovators must contend with the weight of tradition and the complexity of insurance regulations.

But the sector's conservatism is starting to crumble as more insurers discover the advantages of direct selling via the internet. The US has led the way in selling insurance online.

US insurers have the advantage of high internet penetration and a large homogeneous market that allows products to be marketed nationwide.

In Europe, by contrast, insurers must contend with lower internet usage and a patchwork of national rules and customs.

A single European market for insurers has supposedly existed since 1994, when a unified system for their authorisation and financial supervision came into effect. But the European Commission admits that significant obstacles remain to the marketing of insurance across borders.

Where liberalisation has had most effect is in national markets which previously had strict controls over insurance policies and tariffs. One such market is Italy, where car owners once had little reason to shop around for obligatory third-party cover as all insurers charged the same tariffs, fixed by the government.

In 1996, this market was deregulated and Italy's insurance companies were free to set their own prices. RAS, a leading Italian insurer owned by Germany's Allianz, responded to this

challenge by creating a low-cost direct sales operation, Lloyd 1885, to sell motor insurance policies over the telephone.

In the direct insurance market, providers compete almost exclusively on price and so Lloyd 1885 offers a limited range of low-cost policies suited to quick selling over the phone. All calls are handled by a call centre in Milan, with an information technology infrastructure developed by Andersen Consulting.

The unit has sold around 30,000 policies over the phone. In 1997, RAS decided to extend the Lloyd 1885 direct sales operation to cyberspace. It asked Andersen to build a site that could deliver quotations in real-time and allow customers to complete their application online, including processing credit card payments.

This new site, called Genialloyd, is linked directly to the quotation engine used by the call centre operators. The complete system, based on Microsoft technology, cost around £2.5m (\$1.1m) and went live in September 1998. In its first month, it made 14,000 quotations.

"The response was beyond our wildest dreams," says Giorgio Di Paolo, head of the Milan-based insurance unit of Andersen Consulting. Only 170 policies were sold in the first month, but this has risen to 1,700 in early 1999. According to the insurance company, 10 per cent of its policies are now sold over the internet and the value of these policies is relatively higher as internet customers tend to buy higher-premium products than those who call

by phone. "The infinite patience of the web server is better suited to selling complex products than the call centre operators," says Mr Di Paolo. To entice Italians to spend up to 20 minutes filling in the online forms - Italian bureaucracy makes no concession for net surfers - Lloyd 1885 offers discounts of up to 15 per cent over the rates it offers by phone.

"The great advantage of selling via the internet is that it is the client who does the work and pays the connection costs," says Mr Di Paolo. If it sells the same policy over the phone, Lloyd 1885 must pay a call centre operator to answer the call and also pay for the telephone number that the customer calls.

Motor insurance is the classic "grudge" purchase and most customers renew their policies automatically because it is too much hassle to shop around, even though they suspect they could get a better deal elsewhere. There is thus considerable interest in using the internet to make it simple to obtain

comparative quotes from different companies.

Forrester Research, the US market research company, says nearly half of online consumers will research motor insurance on the internet and over a quarter are willing to buy policies this way. InsWeb, a Californian company, was a pioneer in providing comparative quotes online and its web site today offers products from 28 insurers, covering the term life, home, health and motor insurance sectors.

The number of customers using InsWeb grew from 680,000 in 1997 to 3m in 1998, according to Darrell Ticehurst, the company's president.

"Our research shows that consumers are starting to feel comfortable buying insurance over the internet and while price is certainly a major element, the most important factor is the internet's convenience," he says.

InsWeb acts as an electronic marketplace, aggregating real-time quotes from insurers and presenting them on a single screen to allow comparative shopping.



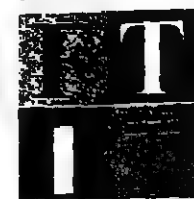
In Sacramento, California, insurance commissioner Chuck Quackenbush unveils a web site that provides consumers with 'comparison shopping' for automobile insurance. The site provides detailed information concerning insurance premiums and services offered by 28 insurance companies. AP

It makes its money by imposing a transaction charge on the company when a customer buys its policy through InsWeb, rather than charging commission on the value of the policy - which is the approach of a traditional broker.

The number of insurance sites offering comparative quotes has mushroomed in the US in the past year or so, and many claim to offer a much greater number of quotes than InsWeb can provide. Mr Ticehurst contends that such sites are not so useful because too many

quotes prove confusing. He also says that the quotes such sites offer are mostly indicative, meaning they are based on a general classification of risks rather than actual data.

"We guarantee that the prices you get quoted are accurate and that you will



## Financial services

Here and on the following two pages, FT writers highlight the potential of online insurance

be covered if you fill in the form correctly," he says.

Misys, the UK financial software house, also sees promising opportunities in online insurance. It started its Screentrade comparative quotes web site in 1998 and now offers products from seven UK insurers for motor and travel insurance.

The service is based on the same quotation software that Misys sells to traditional insurance brokers. According to Sarah Moore, Screentrade's marketing manager, the service is growing by 70 per cent a month, although she does not disclose user numbers or the value of business generated.

OUTSOURCING by Andrew Bolger

## An emphasis on strategic relationships

Insurance companies of all sizes are having to rethink their approach to information technology

The traditional world of insurance is being transformed by deregulation and new entrants using technology such as direct telephone selling and the internet.

In Europe, a wave of trans-border mergers has created a "premier league" of companies that operate on the global stage - such as Axa of France, Allianz of Germany and Aegon, the Netherlands-based group.

The emergence of these giants is polarising the market, threatening mid-sized players who cannot enjoy the same economies of scale and forcing smaller companies to search for profitable niches.

In spite of the industry's staid image, European insurers will spend about \$15bn on information technology in 2001 as the final effects of preparations for the year 2000 date changeover and European monetary union are felt, according to Datamonitor, the research organisation and consultancy.

Although insurers' overall IT expenditure is expected to fall from that peak, spending on outsourcing is forecast to grow at a compound annual rate of 15 per cent between 1998 and 2003.

However, there are big differences between countries - reflecting the widely varying pace of deregulation, as well as cultural differences.

Datamonitor says: "UK and Dutch insurers have tended to be more willing to use external suppliers for their technology requirements, while insurers in the southern European countries and Germany have preferred to 'develop and maintain their IT systems in-house, being reluctant to trust mission-critical processes to third parties."

Steve Radiopolo of Andersen Consulting stresses that outsourcing can cover a wide spectrum of activity. "We don't use the word 'outsourcing' - it is a strategic relationship with our partners," he says.

An example is the hybrid

approach adopted by Andersen Consulting and Prudential Corporation, the UK's largest life assurance company, after they together analysed a range of IT options from outsourcing to seeking an in-house transformation.

The result was the creation in late 1997 of PruTech, a wholly-owned IT subsidiary of Prudential. Managed in partnership with Andersen, the new business is responsible for designing and implementing IT and related change initiatives. PruTech also provides day-to-day IT services to Prudential Assurance.

All 800 of the Prudential's IT staff have been transferred to PruTech, which has been augmented by about 150 Andersen Consulting staff. Chris Kinder, an Andersen Consulting partner, serves as chief executive.

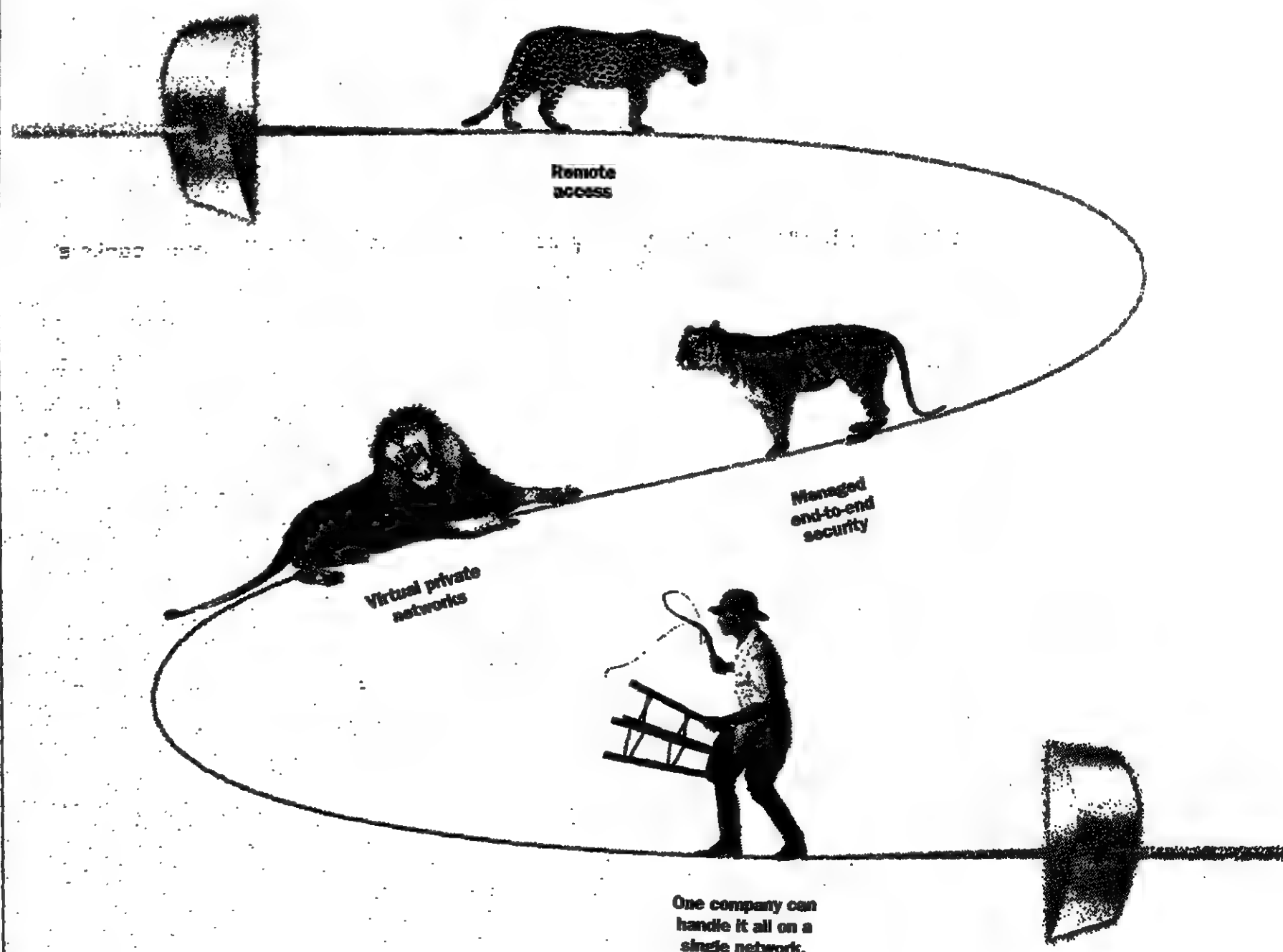
John Elbourne, chief executive of the Prudential's retail financial services, says: "This unique arrangement places a sharper focus on IT within Prudential and allows us to tap effectively Andersen Consulting's knowledge, skills and ideas as we develop our future IT requirements."

EDS, the big US computer services company, is targeting middle-ranking life assurance companies, partly because high regulatory burdens increase their administration costs.

Paul Bingham, managing director of EDS's UK financial services division, says: "Big players such as Pru and Axa enjoy huge economies of scale. But mid-size organisations find it difficult to move away from legacy systems without significant investment - which is being required at a time of low profitability and falling investment returns."

EDS estimates that it costs most life companies between £15 to £25 a year to service

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## CASE STUDY WORLD INSURANCE NETWORK

# Insurers enter the world of electronic commerce

By developing more efficient communications around the world, the industry can create increased value for customers

The commercial insurance industry is in the middle of a unique and tortuous process of convergence that is a direct result of the imperatives of electronic commerce.

In Europe, two organisations, Linnet (London Insurance Market Network) and Brussels-based Rinet (Rassurance and Insurance Network), have dominated the electronic exchange of information.

But late in 1995, a new body was formed by four of the world's largest insurance brokers, Aon Group, J & H Marsh McLennan, Sedgwick and Willis Corroon. Their

vision was that the World Insurance Network (WIN) should provide the preferred electronic marketplace for the industry.

This was an implicit critique of the efforts of Linnet and Rinet to grapple with the rise of electronic commerce.

However, in a further development, the three last year announced the creation of a steering committee to consider the formation of a new merged organisation. This is now due to start operating in June. "We are bringing together participants from both sides of the Atlantic and Europe. It is pioneering work

with many people and interests sitting around the table," explains John Hosie, WIN's Sales & Marketing Director. The deliberations are this expected to represent a revolution for commercial insurance as it comes to terms with the new realities of global electronic commerce.

WIN was designed to promote the industry-wide adoption of electronic commerce. Its strategy was focused on a number of directives, including the replacement of paper with electronic documents and information, the reduction of costs and increased client

service benefits, and the harnessing of the latest technology, especially that associated with the Internet.

These tasks are complex enough on their own. For example, the open Internet cannot be trusted to preserve the integrity of the large electronic documents of the type that commercial insurers typically exchange, let alone the details of trades that are worth billions of dollars.

But developing appropriate security to match the characteristics of the industry is important, too. "The right granularity of information

depositories is one aspect," says Graham Mansfield, global solutions manager with IBM, a Linnet partner with an interest in the WIN project.

"If, for example, a broker publishes risk information for underwriters, he does not necessarily want them all to see exactly the same details. Similarly, an underwriter wants to have a private relationship with the broker."

However, WIN's goals did not stop there. WIN saw the industry being left behind in the world of electronic communication. "In the banking industry, electronic networks such as SWIFT are



The World Insurance Network is promoting an industry-wide adoption of e-commerce

the norm," WIN's web site explains. "Only 1 per cent of global insurance transactions are executed over electronic networks."

In other words, WIN is challenging an entrenched culture to change. The old-boy network is to be usurped by an electronic network that enhances collaboration between trading partners. On one level, this is about encouraging participants to move beyond deals done over a shared

bottle of claret at lunch.

But more significantly, it is aimed at revitalising the industry through process transformation. "Lots of organisations are saying things to the industry about the need for global standards," continues Mr Hosie. "We speak from the brokers' perspective, since they are the start of the food chain. Parts of the insurance industry are electronically advanced already, but unless brokers do it technologically

as well, moving forward is hindered."

Ultimately, WIN was driven by the strong conviction that electronic commerce is its own best argument, since the efficiencies that it delivers for global inter-company communication actually free the industry to genuinely add value for the future. "We have achieved much but are still really only scraping the surface," Mr Hosie adds wistfully.

WINconnect is the first

tangible manifestation of its vision. This is a messaging service similar to an intranet for facilitating the transactions of information between brokers and insurers.

This global connectivity includes a directory that dramatically opens up the number of contacts a participant can draw on. It also includes extra features such as news and information services.

As WIN has been put through its paces, both Linnet and Rinet have also been active. Linnet has launched a new Internet-based trading system to replace the market's existing EDI-based system that was judged to be out of date and under-used.

Rinet has introduced RINtrade to make insurance placing faster, easier and more cost-effective.

"We're also looking at security issues," says Margaret Halfenden of Rinet. "How do you make sure that the person offering business electronically is actually who they say they are?" Legal issues are also being studied - "what does national and European law have to say about electronic commerce?"

Mark Vernon



## CASE STUDY EAGLE STAR DIRECT

# Taking up a strategic position to meet clients' future needs

Even though business generated by the web site does not yet justify the investment, valuable lessons are being learnt

Eagle Star Direct did not want to create a web site that only provided information. So it decided to use the Internet to sell its products efficiently and in a way the consumer found easy to understand and use. It started with motor insurance in August 1997, with travel following in April 1998 and home insurance in July 1998.

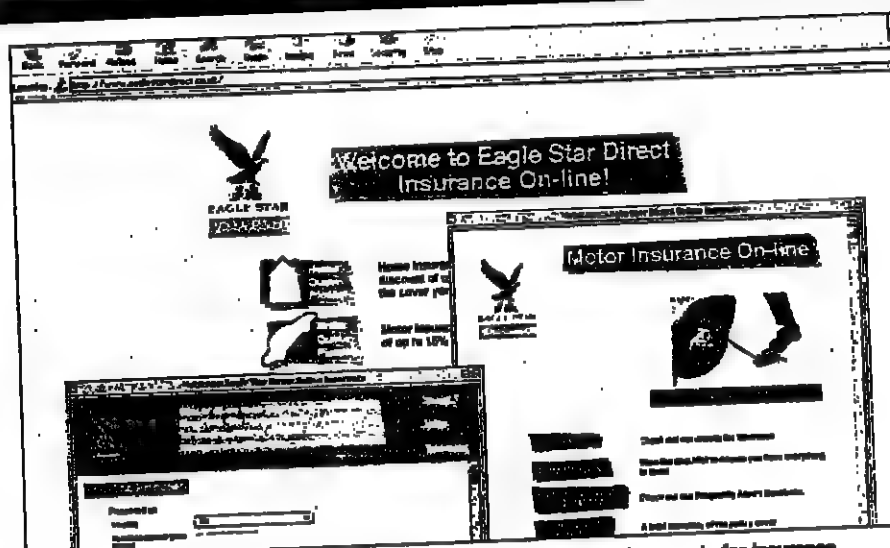
Its philosophy is that the site should be as interactive and user-friendly as possible; a visitor looking for a quote must be able to continue to

purchase the policy. It uses JavaScript to produce a dynamic interface that presents relevant options and changes in response to the information supplied.

"I see the Internet as a very important development for us and I am delighted with the way that Eagle Star Direct entered the market and the time that it chose," says Ian Owen, managing director of personal direct at Zurich Financial Services, formed from the UK company's

merger with Zurich Insurance. The combined company has direct business with 1m customers.

Sales volumes are currently 80 per cent motor, with travel accounting for 25 per cent and home insurance for 15 per cent, although this may reflect a seasonal influence. The site has so far generated 200,000 quotation requests and over £1m in gross written premiums. "This is less than 1 per cent of our total, which is in line with what we



Interactive and friendly: Eagle Star Direct's site has generated 200,000 requests for insurance quotations and more than £1m in gross written premiums

expected," says Mr Owen. "Current sales figures alone do not justify investment in the site, but it represents a strategic investment to position us for the future and the cost has not been huge. For instance, it is a fraction of the amount of money that a

typical insurance company would spend each year on systems maintenance on its mainframe administration systems."

Conversion rates through the site are much lower than by telephone, which is not a concern as the cost of

providing the Internet service is low. Another distortion in the rate occurs because the ability to save quotations allows people to consider more variations before making a final choice.

Part of the investment is learning what Internet

customers want. But Mr Owen sees the main benefit as positioning, not just for the Internet, but also for other emerging new channels such as interactive television. He believes that customers should be able to deal with a direct provider through whatever communications mechanism they choose, whether post, telephone, Internet, interactive television or kiosks.

"They are not distinct distribution channels but access methods for the consumer to enter and deal with the organisation," he says. "Our customers must be able to mix and match the mechanism as appropriate and we must offer a seamless service across these different access points."

For example, somebody could purchase a motor policy over the Internet, telephone for a pensions policy, look at its value on the Internet and post their standard change of address card. If necessary, Early indications are that the site is attracting good quality

customers. Average premiums are higher than through the telephone, claims results look promising and people are renewing. "I am delighted with the way users have responded," says Mr Owen. "The sort of customer we are getting on the Internet is the sort of customer we are very pleased to have."

The site will be further expanded to sell Eagle Star Direct's simpler life and pensions products; Zurich Municipal's products will be added later. Facilities will also be added to allow policyholders to adjust their cover through the site.

"The Internet will become increasingly important and we need to be at the right point on the strategic development curve when it all bands rapidly to reach critical mass," concludes Mr Owen. "Interactive television in the home will be the next new access mechanism. It will have a slow start, but eventually it too, will become important."

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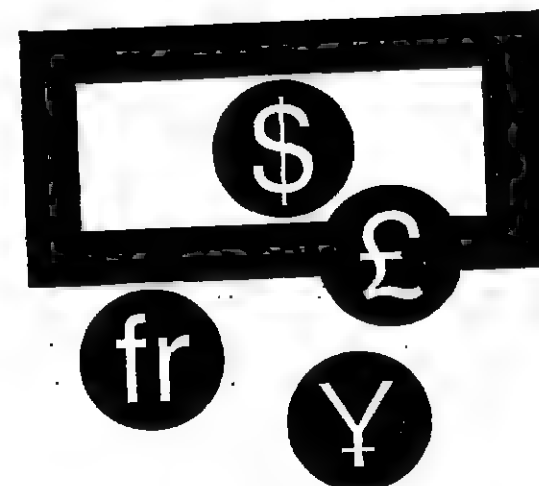
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# Java opens up exciting new horizons in IT

Nearly a million programmers use Sun's new software language which offers big benefits for corporate IT users. But Java's progress is not without fierce controversy, writes **Tom Foremski**

The versatile Java programming language has made significant progress over the past few years, becoming an important technology that helps solve many IT problems and make new types of applications possible.

Developed by Sun Microsystems of the US, Java offers software developers a more efficient computer programming language than they have generally been used to, while its cross-platform capabilities allow developers to create just one version of their software and run it on a range of different computers and operating systems.

"Java, as a programming language, offers many inherent features that are very useful to programmers. It has become a mainstream technology and is being widely used by corporations especially on server systems," says Ron Rappa-

port, industry analyst at Zona Research, the US market research company.

Zona estimates that there are between 400,000 and as many as one million programmers using Java to develop applications. But while Sun can claim that Java is a success, there are some awkward issues affecting its future.

The key issue is the standards process which is being managed by Sun. Several leading computer companies are unhappy with allowing Sun so much control over a key computer technology.

Usually, the standards process is handled by an independent standards body, a slow process that can take years before a technology becomes an official international standard. To speed things up, Sun has been allowed to serve as the submitter of Java specifications to the international standards organisation.

Microsoft and Hewlett-Packard have been the chief critics of this process. And lately, stalwart Java supporters such as IBM and Oracle have also been voicing their displeasure with Sun's control over the standards process. This is because Java has become an important technology and Sun is increasingly becoming a competitor to its Java supporters, who are uncomfortable with a competitor being allowed to control a strategic technology.

Sun claims this ensures that the Java standards process is fair and open to input from all companies. To placate its critics, Sun has made some changes to its Java license agreement by adopting more of an open source code model in which developers can make changes to the core of a software product, as with the Linux operating system.

But for Hewlett-Packard

and Microsoft, these changes do not go far enough. Hewlett-Packard, for example, has launched a separate effort to develop Java technologies for embedded systems, an effort that rivals Sun's work in this area.

Another controversial issue is Sun's attempts to make sure that there are no competing and incompatible versions of Java that would jeopardise its cross-platform capabilities. Companies licensing Java must agree to make sure they do not create versions that are designed to run on a specific computer platform. But some companies have been customising Java to run on their platforms because of the slow performance of cross-platform Java.

Sun has sued Microsoft over this issue, alleging that Microsoft's version of Java is optimised for its Windows platform and will not run on other platforms, thus breaking the terms of the Java license.

The two companies are battling the issue in court, and Sun has so far won a preliminary injunction against Microsoft under



Scott McNeely, chief executive of Sun Microsystems, holds a bottle of Coca-Cola as an example as he explains his position on licence contracts in the lawsuit against Microsoft over the Java platform.

which Microsoft must change numerous software packages to ensure the Java they contain is cross-platform compatible.

"The battle between Sun and Microsoft is a religious war," notes Mr Rappaport. "I think most Java developers don't pay much attention to it. But the dispute does have an effect on Java because

Sun and Microsoft have great influence."

The more important issue, says Mr Rappaport, is the standards issue, which Zona has identified as the key obstacle to greater adoption of Java by developers.

Although Microsoft claims its changes to Java have benefited developers because it makes Java applications

run faster on Windows-based systems, the company has admitted that it feels threatened by Java's cross-platform capabilities.

This is because a Java application does not need the Microsoft Windows operating system to run, since it will run on a wide variety of platforms. This cross-platform feature of Java is a key reason why some leading IT system suppliers such as Oracle and IBM have been strong supporters of the technology and have added Java capabilities to their key products.

There were reports earlier this year that Microsoft was secretly working on a Java competitor code-named Cool. The goal would be to challenge Java directly with a technology focused on Microsoft's proprietary Windows and other software technologies.

Microsoft denied the reports of a secret Java competitor and said Cool had a different focus, allowing Windows software developers to use new types of software technologies to develop applications. But Microsoft is still exploring ways of bypassing Sun's close con-

**FT  
IT**

## Software at Work

Here and on Page 14, FT writers highlight Java applications

control over Java.

As part of its response to Java, Microsoft has just announced plans to unveil "write once-run anywhere" tools for software developers. Bill Gates, the chairman, said he was excited at what its new Developer Group - which is working on the new products - was doing.

Earlier this year, Microsoft asked US district judge Ronald Whyte, presiding in the legal dispute between Microsoft and Sun Microsystems, to clarify his preliminary injunction on Microsoft's Java products. Microsoft asked if the ruling applied to "clean room" versions of Java. This is a term for a product that offers the same features as another product, but has been developed without any direct exposure to the target product.

Judge Whyte said that the injunction only applied to Sun's Java. This ruling could give Microsoft the green light to develop its own version of Java that is free of Sun's licensing restrictions. But there is no indication as yet that Microsoft will attempt this route, which could be fraught with further legal problems.

While Sun battles to stop Java fragmenting into incompatible versions, it continues to push Java into other applications. Sun's Java-based Jini technology offers a way to easily network a wide variety of digital devices. And Sun has developed versions of Java for smart cards and is targeting mobile communications devices.

**JINI TECHNOLOGY** by Tom Foremski

## Online links made simpler

New software will smooth the task of connecting computers and other electronic devices to networks

Sun Microsystems recently unveiled its Java-based Jini technology, which will allow large numbers of digital electronic devices, not just personal computers, to be easily connected to networks and thus share their resources with other users.

By making use of the cross-platform capabilities of Java, Sun hopes that Jini will become the universal "glue" that will allow various types of electronic devices to connect easily with each other and to other network resources. The concept may sound simple but is very complicated with currently available technologies. Connecting anything to a network involves a network administrator to assign a unique identifying number and set various access privileges, as well as to make sure that the network software can support that device.

Jini has a different approach. It consists of a small amount of software, about 50 kilobytes in size, embedded in the electronic device, which might be a digital camera, a smart phone, or even a hard drive. That software immediately sets up the links to the network and identifies itself and its resources transparently, requiring no intervention by a network administrator.

"Sun's vision of computing is a promising one, because it will allow a great variety of clients to participate on networks without the prior installation of special protocol stacks and local area network-specific software drivers on each client machine," says Jean Bozman, a senior analyst at International Data Corporation, the US market research group.

"Instead, the software drivers can be delivered via Java technology on a just-in-time basis, as needed. Interoperability will be enhanced, and that interoperability will be good for end-users both in the office and at home."

Potentially, if Jini were included in all types of PC and non-PC devices connected to the Internet, it could unleash futuristic applications that could har-

ness all the spare computing and data storage resources of all systems connected to the Internet. Most PCs, for example, only use a fraction of their computer power most of the time.

Jini would allow other computer users to make use of all that spare computer power to create a global parallel supercomputer that could be used to tackle some of the most complex computer processing problems of our time, applications like global climate modelling that could bring great benefits.

While such a grand vision is still just a fantasy, Jini does have important applications that will make life simpler for corporate IT departments in administering large numbers of network users, and also in integrating new types of hand-held computers and other digital electronic devices.

Jini, however, faces competition from Microsoft with its Universal Plug and Play technology and from Lucent Technologies' Inferno technology. Microsoft's Universal Plug and Play is clearly aimed at Jini and it offers similar features and benefits.

Like Jini, Microsoft is proposing that digital electronics devices contain a chip with about 40 kilobytes of software to handle the network connections. The company will distribute a developer's kit for Universal Plug and Play at a developer conference this month and it is working with key electronics firms such as Intel to help develop the chips to support its technology.

Microsoft also has a secret research project code named Millennium which is working on developing technologies that allow applications to use computer resources distributed across a network.

But Millennium is more closely tied to Microsoft's operating systems while Universal Plug and Play does not require the use of Microsoft operating systems.

Lucent Technologies' Inferno technology is yet another potential contender for Jini and Universal Plug

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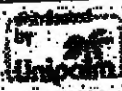
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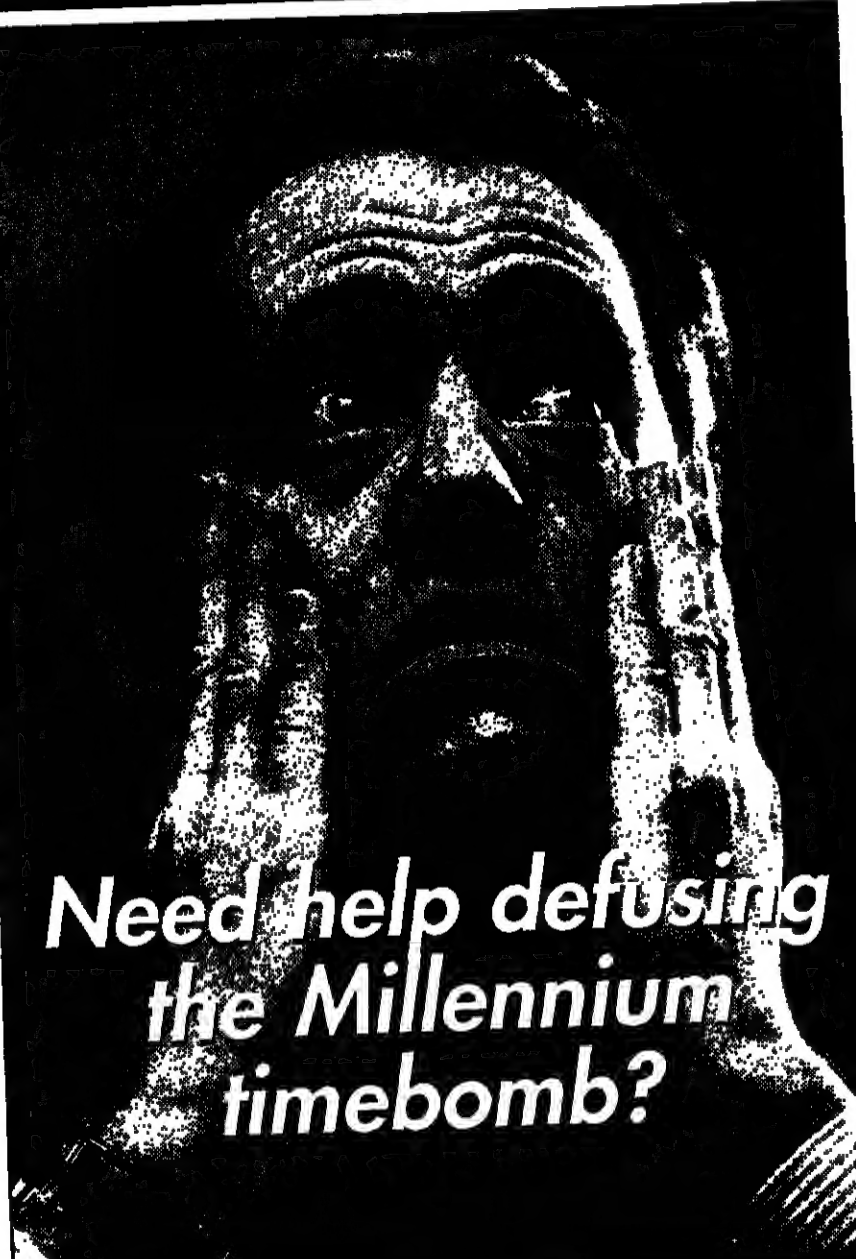
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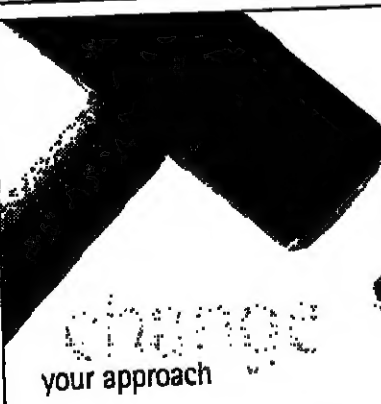
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DEVELOPER'S VIEWPOINT: JOHN GAGE OF SUN MICROSYSTEMS

## Setting the networks free

The unhindered flow of digital data is the vision which motivates one of Silicon Valley's leading and most outspoken companies, writes Michael Dempsey

John Gage, chief scientist at Sun Microsystems, owns what he describes as "the most expensive house in Berkeley". Coming from any other founding father of the information technology industry, this would be a boast about the wealth that Silicon Valley generates.

In the case of Mr Gage, it is an ironic comment on the fact that he sold off his founder member's stock in Sun "to buy the house before we had our first kid". The shares that bought the family house would be worth millions of dollars today.

One of the 15 people who set Sun on the road to success back in 1982, Mr Gage reckons that today he is worth "what a successful automobile dealer is worth". There is a remarkable disparity with the huge personal wealth of Bill Gates, the founder of Sun's arch-enemy, Microsoft. Yet the wealth gap does not worry Mr Gage; in fact, he welcomes any chance to highlight the distance between the two very different IT empires.

Mr Gage is on a crusade to promote Jini, the latest software trend to emerge from Sun and the fertile mind of his friend and contemporary, Bill Joy. Jini can be seen as son of the Java operating environment, taking the Java idea of easily written specific and practical programs that are claimed to be

able to run with any system and opening up the computer network to any device that embodies a microchip.

This is what Sun calls "pervasive computing". It is a logical development of the long-term Sun philosophy that "the computer is the network". Mr Gage enjoys an easy relationship with Mr Joy, who has retreated to a private lab in Aspen, Colorado, where Jini was devised. "He is really the chief scientist. I'm the chief assistant. I work for Bill Joy. He does it, explains it to me, and I go and explain it to other people. Bill is the god of abstract stuff."

### Sharing knowledge

Sending information from one place to another without let or hindrance, particularly without relying on proprietary software from a single dominant supplier, is the big idea that dominates Mr Gage's IT career. He handles a digital camera as he explains Jini.

"We see a world that is evolving billions of intelligent devices; Jini software allows every intelligent device to offer what it does to every other device."

In practical terms, mobile phones and palmtop computers are more immediate candidates for Jini applications than washing

machines and microwaves. But with very small amounts of computer code, Jini could open the way for programs to jump from one device to another across a vast network.

Mr Gage cheerfully compares Jini to another very American idea, the singles bar. "Jini is the rendezvous point - it sends a message from a printer to say 'if you want me I'm available'." Behind the technical innovations that drive Sun is a very clear notion that IT should move forward through shared knowledge.

Although it is an industry leader today, Sun emerged out of an intellectual movement in the west coast academic community. Along with Bill Joy and Scott McNealy, Sun's chief executive, Mr Gage regarded existing networks as too inflexible and dominated by commercial concerns.

The Sun name derives from Stanford University Network and the corporate ethos was signalled from the very start by Mr Joy releasing "the complete source code for everything we did". Mr Gage portrays this as an example of Sun's approach to an industry that has historically been reluctant to share data with potential competitors.

"If you give access, you get creativity. If you exhibit possessiveness, you get death." The depth of



John Gage, IT guru: "We aim to open up ideas and distribute them"

feeling that lies behind the continued warfare between Sun and Microsoft goes back to the roots of these companies. Bill Gates may be younger than the Sun founders, but he attended the same open IT seminars in California.

TCP/IP, the complex but critical Internet protocol language underpinning the web, was spotted for its true potential by Sun, according to Mr Gage. Mr Joy, whom he refers to as "Mr Software", crossed swords with a young Bill Gates on the subject of the Internet back in the early 1980s.

"Bill Joy explained this to Bill Gates ten times," he beams, emphasising the dramatic weight of the number 10, "and he still didn't understand it." Mr Gage is relaxed and intellectually generous, but mention of Microsoft always provokes condemnation.

"Microsoft started with a couple of people who didn't know much about computers writing very ugly code." There is such a philosophical divide between Sun and Microsoft that it is tempting to characterise Mr Gage's attitude as academic and charitable. Except that Sun's huge commercial success undermines this label.

"Our idea is to open up ideas and distribute them, so people whose names we don't know can come up with their innovations. That may sound charitable, but what's odd about that? If there's an area where you excel, you will always be a success."

Making its reputation as a provider of powerful hardware, Sun never lost sight of the fact that networking generated the demand for its computer workstations and servers. And unusually for a west coast IT guru, Mr Gage places his success in the context of developments that came out of Europe.

British code-breaking activities in World War Two led directly to work on computers at Manchester University in the 1950s. "The idea of Jini was thought about in Manchester nearly half a century ago."

Mr Gage pays tribute to Alan Turing, the computer pioneer. "Jini is a continuation of the Turing dream of allowing intelligence in any device."

Mr Gage, now 56, has watched an entire industry evolve from nothing. He clearly dislikes the way products are launched today "with three engineers and four lawyers". But his intellectual interest is still engaged. And he has no plans to retire and take a back seat. "It's all too fascinating to abandon, the conversation is too rich."



### CASE STUDY GERMAN TAX SYSTEM

## Streamlined approach to revenue collection

Germany's byzantine tax system continues to resist radical reform. But the IT systems that run its tax collection are at least being overhauled, thanks to a bold decision to standardise software development using the Java programming language.

Tax collection in Germany is decentralised among the 16 Länder (regional states) which have traditionally made their own choices on hardware and software. As well as mainframe systems from IBM and Siemens, the Länder were using a number of different PC and Unix operating systems and old-fashioned "dumb" terminals. To complicate matters further, the networks in use differed from state to state.

In 1994, the tax authorities decided that the systems needed modernising and harmonising because of the increasing problem in maintaining these "legacy" systems, some of which were running programs over 20 years old.

The variety of hardware in use made it politically contentious to standardise on a single supplier and given the size of the system - 120,000 users in 700 offices across Germany - the cost of doing so would have been prohibitive.

The tax authorities thus needed a solution that would let them easily develop software for a range of different computers, allowing the Länder to keep their existing hardware, if so desired.

### Holy Grail

The ability to write a program once and run it on different computers has long been the Holy Grail of software developers, but it has often been impractical to achieve. Object-oriented technology came to prominence in the early 1990s because its enthusiasts claimed it could deliver this highly desirable "platform independence". Object technology promises quicker software development and lower costs, but early object-oriented languages, such as C++, proved difficult for programmers to use.

IBM initially chose C++ for its San Francisco project, which is an ambitious attempt to simplify the development of complex real-world applications using a set of common "business objects"

that can be assembled to make larger, more sophisticated software.

When Sun Microsystems' Java programming language arrived on the scene in 1995, IBM was quick to drop C++ in favour of the new language for its San Francisco project, because Java was much easier to use.

### Simplicity

Sun originally developed Java to simplify the programming of set-top boxes. This simplicity and the fact that Java programs work on different types of computer quickly struck a chord with developers of more conventional software.

Since the initial release of the first San Francisco application business components in 1997, over 800 software development organisations have licensed these components from IBM and used them to develop their own business-specific applications.

When the German tax authorities invited bids for their IT systems modernisation, they were keen to use object-oriented technology because it seemed the best way to achieve the desired system openness and flexibility, according to Wolfram Rockstroh, the manager responsible for coordinating the tax automation project at the German finance ministry.

At the time of the tender, however, Java was an exotic and untried technology, more typically used for animating web sites than building mainstream business applications. Nevertheless, in early 1997, the tax authorities took the plunge and awarded the modernisation contract - called Fiscus (federal integrated standardised computer-based tax system) - to a consortium of vendors that would use Java within the San Francisco "framework" defined by IBM.

"We were quite surprised at the decision, particularly as we then had no reference customers for San Francisco," admits Julius Peter, an IBM manager who heads the San Francisco project in Europe. "On the one hand, we obviously hoped they would award us the contract, but on the other we knew it would be a critical project for us and one on the borders of

Turn to next page



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YEAR 2000 by Nuala Moran

# Unexpected benefits flow from Y2K problem

IT systems have been refreshed, updated and rationalised as a result of companies having to ensure that they can cope effectively with the millennium date change

The investment needed to defuse the so-called millennium "bomb" to make computer systems year 2000-compliant looked like a classic "grudge buy". While spending the money would not improve the systems, not spending it at all could mean going out of business.

There have been plenty of complaints about the negative effects of year 2000 projects in terms of the costs, the disruption, and the way in which it has diverted attention and resources from other IT projects.

But the evidence is that companies are reaping unexpected benefits from fixing the so-called Y2K problem. In many cases, this is because companies have used the year 2000 deadline as a prompt to replace legacy systems. But even for organisations which decided to keep the systems and fix the code, it has provided the opportunity for a big house-keeping exercise.

As they started year 2000 projects, many companies did not even know what systems they had, let alone if they were compliant.

They have been forced to

draw up inventories, assess the significance of each system for the continuation and profitability of the business, properly document bespoke systems, put in place disciplines and routines to ensure that once systems are bug-free they remain so, and examine computerised links with external business partners. In effect, IT infrastructures have been refreshed, updated and rationalised.

## Better shape

Norman Tooley, year 2000 programme director at United Utilities, the big UK electricity group, believes that the complete spring-clean prompted by year 2000 means that the company's systems are now in much better shape.

"There is no doubt that it has refreshed the asset base, and made us realise that some assets were not as efficient as they should be," he says.

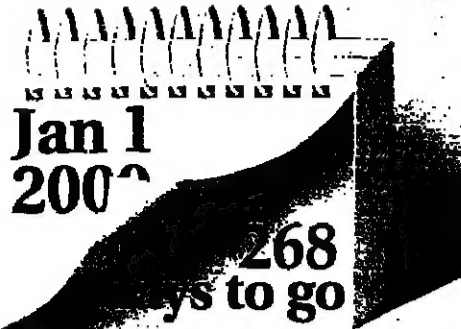
Previously, IT departments would work on one system at a time, but the year 2000 project required them to deal with all systems simultaneously.

Systems had to be ranked according to their importance to the business, so that a list could be drawn up of which to fix first. This process enabled companies to identify duplications and retire systems they did not need.

Pons Kuipers of PA Consulting Group says that some clients have retired as many as 70 systems. "They have cut out duplication, or found a better way of doing something, or decided the function was not really necessary anyway."

The benefits have not been limited to the systems per se. The need to bring the date bug problem to the attention of the board has put the business focus on information technology. As Colleen Kaiser, IT research analyst at BancBoston Robertson Stephens, comments: "Everyone, including your grandmother, knows about the year 2000 problem. Every chief executive who has previously ignored the IT function, has had to understand something of the technology and its role in keeping the business running, because of the Y2K

The Millennium Bomb - 38 weeks away



Implications.

Working relationships between IT departments and users have also improved because the widespread and pressing nature of the problem has forced the two to communicate and co-operate.

PA Consulting has carried out a survey of 200 companies with turnover over £100m (\$245m) to assess the impact of resolving the millennium date changeover problem. Seventy per cent of respondents said that the business and IT communities had been brought closer together by the problem, while 80 per cent said it had made business units realise how dependent they were on IT. Encouragingly, most respondents believe this

effect will outlast the end of year 2000 projects.

"The year 2000 problem has made organisations work in a more holistic way, sharing strategy and process of how they test systems and recognising they need to manage large-scale projects in a more structured way."

The PA survey also found that although it was a cut and dried project with a defined end point, the year 2000 challenge has had a major impact on future IT strategy.

Eighty per cent said it had led to a reassessment of priorities and a rescheduling of projects, based on business needs. It seemed inevitable that the hangover from the year 2000 would be a backlog of other IT projects.

In fact, over 50 per cent of respondents said they had still been able to proceed with critical projects, demonstrating that effective prioritisation has allowed strategic projects to proceed. Balking at the prospect of spending money on creaking legacy systems, many organisations have used the approach of the millennium to buy new ones. "So long as existing systems were still meeting basic user requirements, they were still used," says Mr Kuipers.

"Even though the systems were not cost-effective, they were never a high enough priority to receive investment." Around 75 per cent of respondents to the PA survey said they had purchased new systems rather than fix old ones.

But not every sector has used the year 2000 prompt to improve IT systems and infrastructures. "Largely, the opportunity has been missed in the insurance industry," says David Grey of Winchester White, the consultancy which specialises in the sector.

"In our industry, the time scales have prevented the investment in year 2000 being leveraged to improve IT performance. There has been some clearing out of legacy systems but in the

main, companies have done the minimum to get by. Even so, the cost has been huge."

The problem, particularly in the life and pensions business, lies not in installing new systems but in migrating data from the old ones.

"The history of systems development in the insurance industry is that they can get new systems in to support new products, but they can't decommission the old ones," says Mr Grey.

As a result, there are multiple systems which duplicate support functions. "There has been too little use of the year 2000 excuse to clear these out."

According to the PA survey, there will be two types of organisation moving into the next millennium. The first group will have used compliance projects to update their IT systems and infrastructure and will thus be well positioned for the challenges of European monetary union, ever increasing merger and acquisition activity and the development of electronic commerce.

The second group will have used a one-off "fix it" approach, and will be at a disadvantage in facing up to the competitive pressures beyond the millennium.

## New wave of e-commerce activity

Report by Geoffrey Nairn

Large established IT companies have been surprisingly slow to exploit the wave of interest in internet technologies, but there are signs that the giants are finally starting to stir.

Hewlett-Packard, one of the oldest Silicon Valley companies, is keen to show that it is not just start-ups that have good internet ideas. Last week, it unveiled an

### IT NEWS UPDATE

e-commerce hosting service, called Emporium, aimed at companies taking their first steps in the fast-evolving online sector.

For a fixed price of £90,000 (\$148,000), HP will run a series of workshops for customers and build and host their e-commerce web sites on a secure server for a period of six months. The fixed cost and time-frame allows the companies to decide whether the benefits have met expectations and to adjust their e-commerce strategy accordingly.

"There are too many customers who have approached e-commerce just from a technology position,"

says Ted Brooks, HP's e-commerce business development manager.

Oracle, another veteran of the "traditional" IT industry has chosen the acquisition route to jump-start its internet ambitions. Last month, it agreed to buy E-Travel, a net-based corporate travel management service, for \$35m. Oracle will combine the E-Travel technology with its software products to create a system that allows corporate users to plan and book business travel using a standard web browser.

"Together, we will be first to offer an integrated solution that helps companies streamline and manage their travel management operations, as well as dramatically reduce one of their major expense areas," says Ron Wohl, senior vice president in Oracle's applications division.

Oracle's 20,000 employees in North America will be among the first to use the system and the company hopes to make "substantial" savings on their travel costs.

Novell, a former star of the PC networking industry, has struggled more than most to adapt to the internet age. The company last month unveiled its new e-commerce strategy. Details of the range of products, called i-Chain, will

not be released until later this year, but the software is aimed at allowing companies to build web sites with more sophisticated customer tracking and transaction handling capabilities.

### CA adds a new conquest

Computer Associates plans to acquire rival US software company Platinum Technology for \$3.5bn in cash. CA is the fourth largest software company behind IBM, Microsoft and Oracle, with 1998 revenues of \$4.7bn.

While it lacks the visibility of these larger companies, CA has grown rapidly in recent years through a stream of acquisitions of smaller software houses specialising in enterprise management software and tools, which represent CA's traditional market.

Platinum, less than a quarter of the size of CA, has pursued a similar growth strategy and so analysts believe the merger has a clear logic, as there is little product overlap. The challenge for the enlarged CA will be to find new sources of growth beyond acquisitions.

Critics often accuse CA of living off the products and customer base it acquires with each new acquisition, but it is starting to develop innovative products of its own, most notably the Jasmine object database. CA and Platinum are also both working on new 3D visualisation technologies for business applications. CA

is paying a premium of nearly 300 per cent over Platinum's share price prior to the bid.

### Licensing deals for IBM

IBM once jealously guarded its proprietary technologies but has now struck two bold licensing deals with its competitors. The largest is a \$1.6bn, seven-year contract with Dell which will allow the PC maker to have access to a broad range of IBM-developed microelectronics, networking and computer display technologies.

Most surprising is Big Blue's \$3bn, five-year deal with rival EMC covering storage systems. IBM has long claimed to hold the technology high ground in disk drive technology although EMC is market leader in high-end storage systems.

Analysts say IBM has finally woken up to the revenue-generating potential of its huge in-house component operations. By now supplying external customers, IBM can spread the high research and development costs associated with microprocessors and other advanced components over a larger market than its own product development programmes can support.

### Cheap PCs show fastest growth

Personal computers costing less than \$600 are the fastest growing segment of the PC

market in the US, according to the market research company PC Data. This segment now represents almost 20 per cent of PCs sold while the largest segment, with a 42 per cent share, consists of PCs costing over \$800 but less than \$1,000. The average retail price for a PC fell to \$847 in February 1999, making a 17 per cent decline over the year.

### Europeans on US spending spree

Siemens of Germany last month bought three US start-ups specialising in data networking equipment and took a stake in a fourth, all total cost approaching \$1bn.

Meanwhile, France's Alcatel spent \$20m for Xylan, the US data networking specialist, as well as \$950m to acquire another start-up, Alcatel and Siemens are the latest in a growing band of traditional telecoms equipment vendors to hit the acquisition trail in an attempt to rapidly build their skills in data technologies to handle booming internet traffic.

### US networker expands

Clara, the specialist US networking equipment company, has acquired two smaller privately held networking companies, Lightspan Networks and Omnia Communications, for a total of almost \$1bn.

Clara was once cast as a certain takeover target, as big equipment vendors particularly covet its wavelength division multiplexing (WDM) technology, used to increase the capacity of fibre optic links.

### FT-IT REVIEW: NEXT MONTH'S MAIN THEME

## Focus on IT strategies for medium-sized enterprises

Next month's FT-IT Review on Wednesday, May 5, will look at key issues in selecting an IT strategy for the medium-sized business.

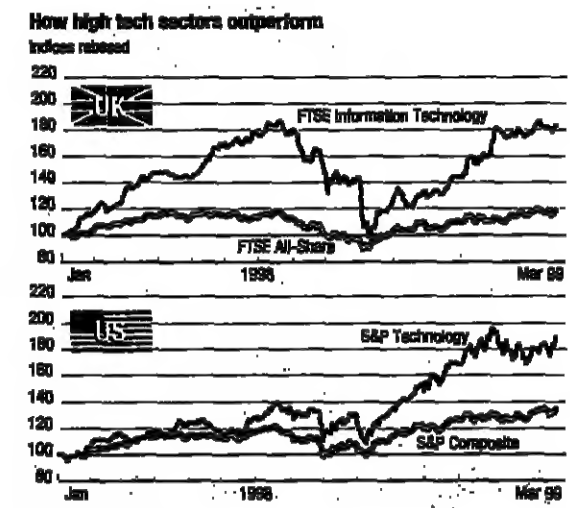
□ A second theme for the May issue will be business telecommunications and the increasing convergence between information and communication technologies (ICT).

□ Venture capital in the IT industry will be the topic for our regular feature on IT in finance.

□ The main themes for the June 2 issue of the FT-IT Review will be: Windows - what's at stake? IT in manufacturing, with an emphasis on computer-aided design; and IT in finance, with focus on investment banking. Plus all our regular features, such as interviews with leading suppliers and users of IT. □ The main theme for the July 7 issue will be electronic commerce and the wired business.

### Business Solutions Series

The next issue in the new series on Business Solutions will focus on Knowledge Management, and will appear on Wednesday, April



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Clara was once cast as a certain takeover target, as big equipment vendors particularly covet its wavelength division multiplexing (WDM) technology, used to increase the capacity of fibre optic links.

### HP cuts old ties

Hewlett-Packard plans to spin off its test and measurement equipment activities in what

could be the largest initial public offering (IPO) in Silicon Valley's history.

The split will create a new company with sales of over \$7bn and will ultimately sever HP's links with its founder's original business.

The "new" Hewlett-Packard will be focused on computers and printers.

Another proposed big spin-off, involving the semiconductor division of Siemens, was finally given a name last month: Infineon Technologies. The new company will have a separate stock market listing early next year.

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## Tax authorities choose flexible Java system

From Page 14:

possibility." The tax authorities were aware of the risk involved and so insisted that the winning consortium build a prototype system before confirming the contract. The prototype project involved modelling one specific tax application from top to bottom and rewriting it using Java business objects according to the San Francisco framework.

The prototype took six months to complete, during which time IBM could not be sure that the tax authorities would not change their mind and opt for a safer, more traditional system development approach espoused by one of the competitors for the contract.

"During the six months, we knew we were quite vulnerable to competitors and with 16 different Länder involved, you never know what might happen," says Mr Peter.

Nevertheless, the prototype was successfully delivered in late 1997 and the Ficus project has since become one of Europe's largest object-based IT projects and IBM's biggest reference customer in Europe for its San Francisco technology.

One of the decisive factors in the tax authorities' choice of Java was that it allowed changes to be made rapidly and simply by reprogramming the objects rather than by rewriting the whole system.

"Due to the high number of procedural and legal changes that continuously occur in tax administration, this high degree of flexibility is mandatory," says Mr Rockstroh.

The first application developed using San Francisco components is for handling fines and should start operating later this year, according to Mr Peter. The development of the tax-specific applications has been split between different Länder. For example, Baden-Württemberg is handling the module relating to taxes on land purchases, while Rheinland-Pfalz works on the "person data" module.

Altogether, around 30 teams in the federal states are working on Ficus and the whole system, comprising 50 applications and several thousand objects, will not be completed until 2005.

"It's a really major project involving more than 1,000 man-years of development effort," says Mr Peter. Once Ficus is fully implemented, the tax authorities hope the IT costs of running Germany's tax system will drop significantly and taxes can be collected more quickly and with higher reliability. There are also plans to expand Ficus with new functions such as the ability for taxpayers to file their tax declarations online.

Geoffrey Nairn

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VIEW FROM THE TOP: NAOYUKI AKIKUSA

# Fujitsu becomes more focused

While other Japanese conglomerates predict big losses this year, profitable Fujitsu is transforming itself from a company dependent on hardware production to one whose main source of growth is software and services, reports **Paul Abrahams**

Four out of Japan's five electrical conglomerates appear to be floundering under the weight of collapsing domestic demand and repeated poundings from silicon chip prices. The exception is Fujitsu.

The contrast is stark. Hitachi expects to post net losses this year of ¥375bn (\$3.2bn); NEC is predicting a ¥190bn deficit; Mitsubishi Electric has warned it will lose ¥50bn, while Toshiba says it will only break even. But Naoyuki Akikusa, Fujitsu's recently-appointed president, insists his company will report a profit of ¥20bn. He also says the group is on track to achieve a 10 per cent return on equity by 2000.

Many market analysts believe Mr Akikusa may be over-optimistic, but all are quick to point out the differences between Fujitsu and the other big conglomerates. Not least, Fujitsu appears to be freeing itself from the tyranny of the silicon price

cycle, transforming itself from a company dependent on hardware manufacturing to one whose main source of growth and profits is software and services.

In the year ending March 1998, software and services accounted for 28 per cent of revenues, compared with 39 per cent from computer hardware. The company's emphasis on software and services was underlined by the appointment of Mr Akikusa, who had been head of that division.

True, Fujitsu was never entirely like the other big groups, whose operations variously include nuclear power plants, elevators, air conditioners, and D-Rams. Its heritage as a telecoms provider has helped prevent it from diversifying as much as its competitors. But the recent greater emphasis on services and software has also allowed the group to outperform its rivals.

Over the past two years,

its shares have outperformed Mitsubishi Electric by more than 300 per cent, Hitachi by more than 180 per cent, NEC by over 155 per cent and even high-flying Toshiba by 15 per cent.

In spite of its move away from hardware, however, Fujitsu is still suffering. Mr Akikusa emphasises that the hard disk drive business is doing well, mainframes and software and services are still profitable, and the PC business is not posting a big loss. But the question is whether these can cover the losses elsewhere.

The group has been hit by a collapse in domestic demand for telecommunications equipment, following the end of a digitisation programme by NTT, Japan's dominant service provider. That would be bad enough, but the group - along with the other electrical conglomerates - is also suffering from the collapse in D-Ram memory chip prices.

The D-Ram problem is so

big that it is difficult to be optimistic. We are in difficulties. The weight of the memory operations is so great," says Mr Akikusa.

In February, the company revealed that its semiconductor operations would make operating losses of ¥90bn.

Fujitsu has responded to the crisis by demonstrating an unusual grittiness for a Japanese company. "We won't stay in the business of making D-Rams for PCs. We are exiting," explains Mr Akikusa.

The group has reacted by closing its loss-making operations at Durham, in the north-east of England. And it will continue to design chips, but outsource manufacturing. It has already set up such a deal with Taiwanese makers.

## New products

The group also plans to reinforce its diversification away from commodity chips.

"We have to come up with new products by 2001 that will cover the fall in D-Ram sales," explains Mr Akikusa.

To fund these developments, the group is increasingly resorting to joint ven-

tures and collaborations. For example, it is working with Toshiba on 1-gigabyte technology, with Sony on system LSI (system-on-a-chip) and AMD of the US for flash memory.

Memory chips in the year to March 31 will account for just 32 per cent of output compared with 37 per cent in the year to March 1998. The proportion of logic chips will jump from 44 per cent to 53 per cent.

There is little doubt that Fujitsu is becoming more focused, concentrating on its core strengths. Mr Akikusa, sitting in his white shirt and dark grey suit, appears stiff and formal when interviewed.

It is only when he begins to explain this need for focus, to avoid investing in every possible development that he becomes animated. A politics and economics graduate from Waseda University, Mr Akikusa is not in awe of engineers.

"Generally speaking, engineers want to do everything. It may be a good slogan that by doing everything you improve mankind, but by doing that you spend a lot of money. We have to educate the engineers to focus on a

few things," says Mr Akikusa.

He is putting this philosophy into practice. Mr Akikusa explains that the group's engineers wanted to expand investment in thin-film transistor liquid crystal display technology, so Fujitsu could make 18-inch screens and even monochrome products. "But we only had a global market share of between 2 per cent and 3 per cent. I told them to keep concentrating on 15-inch products for internal use. If they couldn't concentrate on just that, I said I would sell the business."

He chuckles as he adds: "Sometimes it's good not to have a background in technology."

Not that Mr Akikusa is a technophobe. He accesses his own e-mail at the office, while at home, he and his daughters use the 'net so much that he describes his wife as "an internet widow". He is trying to ensure that Fujitsu's employees are equally enthusiastic. For example, all graduates wanting to apply to the company have to do so by hitting the web site. He claims he would know how to do this himself. Mr Akikusa is trying to



Optimistic: Naoyuki Akikusa, Fujitsu's recently-appointed president

move the company away from being technology-driven to being customer-oriented. "We do not want to sell boxes," he explains. "We want to add value by providing our customers with solutions."

"Our customers have a huge number of software and hardware products to choose from - too many for them to be able to make the right decisions," he says. "We want to help them make those choices."

"The aim is for Fujitsu to create a relationship like that of a Japanese main bank, but in information technology. Our customers should naturally turn to us."

Domestically, the group is strong in domestic government projects. But the group also has global ambitions. "We have a strong customer base in Japan, but only 1 per cent market share in North America," says Mr Akikusa.

"The software and services environment is changing quickly. To survive, these companies may need to make acquisitions. This is not a period when our subsidiaries abroad can ask Fujitsu for funds. They must obtain their own."

Mr Akikusa says he remains committed to an initial public offering in JCL, its UK computer services subsidiary. This is scheduled for next year. The US operations could also follow the same path, he adds. Fujitsu's US operations include Amdahl, DMR and Fujitsu Network Communications, its \$1bn

telecoms equipment group. Managing such international operations is far from easy, he admits. Software and services have to be local and it is important to encourage this, he explains.

But while maintaining localisation, there has to be some standardisation. He points out the group has already made substantial savings by developing software for the whole company. However, Fujitsu is quick to add that there is no question of selling a majority stake in any of the subsidiaries.

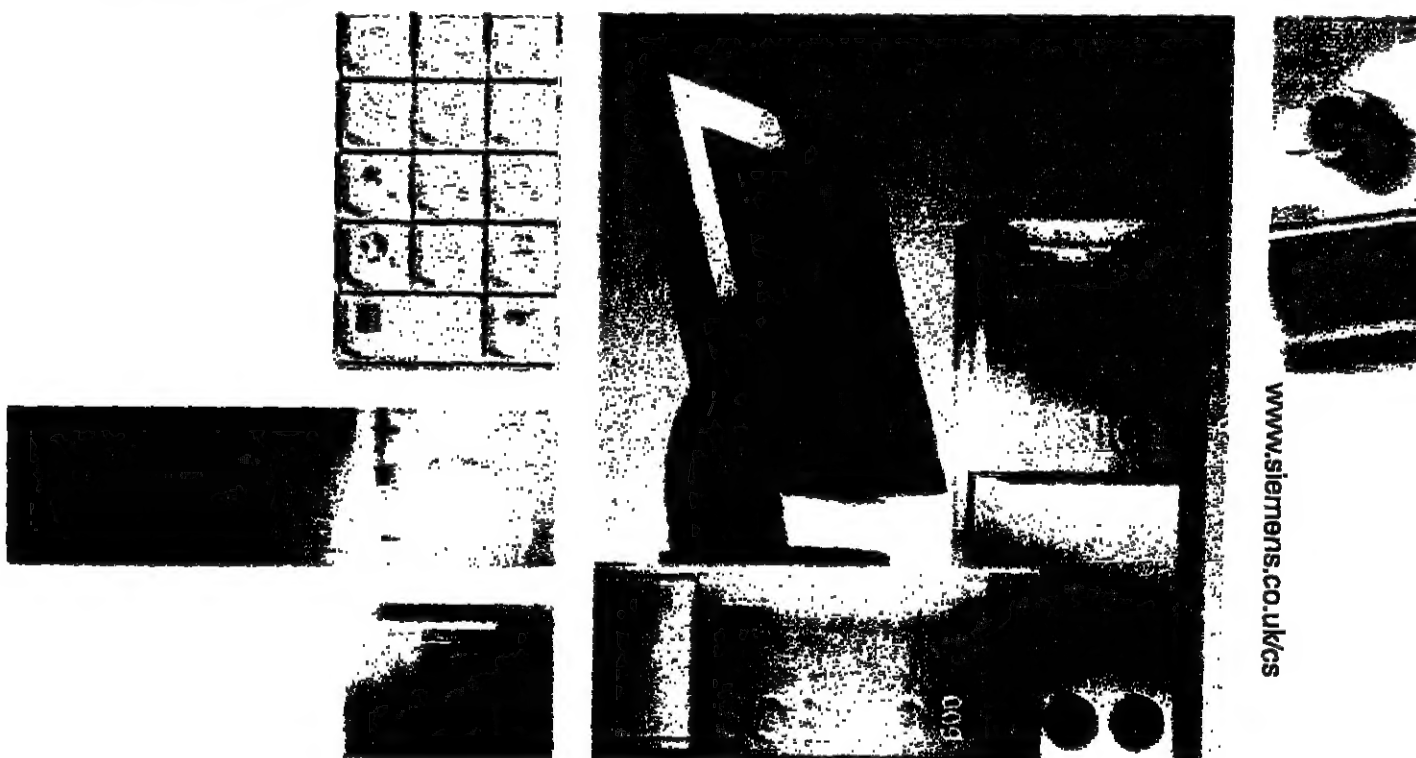
There are, however, limits to the transformation being wrought by Mr Akikusa. Although the group's European operations are doing well, analysts question the company's long-term competitive advantage in the industry.

Mr Akikusa says that at some point the company may concentrate on laptops rather than desktops, but is otherwise non-committal. The cellular phone operations are also clearly a problem. Sales in the year to March 31 were well below previous levels and also way down on the company's forecasts.

Nevertheless, while the other conglomerates seem incapable of generating consolidated profits at the moment, Fujitsu looks set to reap the rewards of its transformation. Although Mr Akikusa insists this has been a long-term trend, his dynamism is at least in part the cause of Fujitsu's relatively comfortable position.

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## NEWS UPDATE

### Lycos sought by bidders

Internet search engines are not properties, one of the hottest being Lycos - at least to judge by the bidding war that has broken out. CMGI, a US venture fund and the largest investor in Lycos, was last month looking for a company to better the bid of \$6bn by USA Networks. CMGI claimed the bid was too low relative to the heady valuations of net stocks.

### Spanish web company plans listing

QuePasa.com, a Spanish-language search engine and web site, has filed to sell \$40m of shares through an initial public offering, showing that IPO fever is also spreading to the non-English speaking internet market. The US-based site hopes to

become the first port of call for the estimated 400m people around the world - including 30m in the US - who would be happier surfing in Spanish. Spain's leading search engine Olé also has eyes on this market and announced it may list on Nasdaq, the US exchange.

### Intel settlement

Intel, the dominant US semiconductor company, reached a settlement with the Federal Trade Commission over its antitrust dispute - brought several years ago - that alleged the chip giant withheld information from competitors that refused to licence their patents to Intel. Meanwhile, settlement talks to resolve the antitrust case brought against Microsoft by the US Justice Department and 19 states broke up without resolution. The case returns to court on May 10.

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